





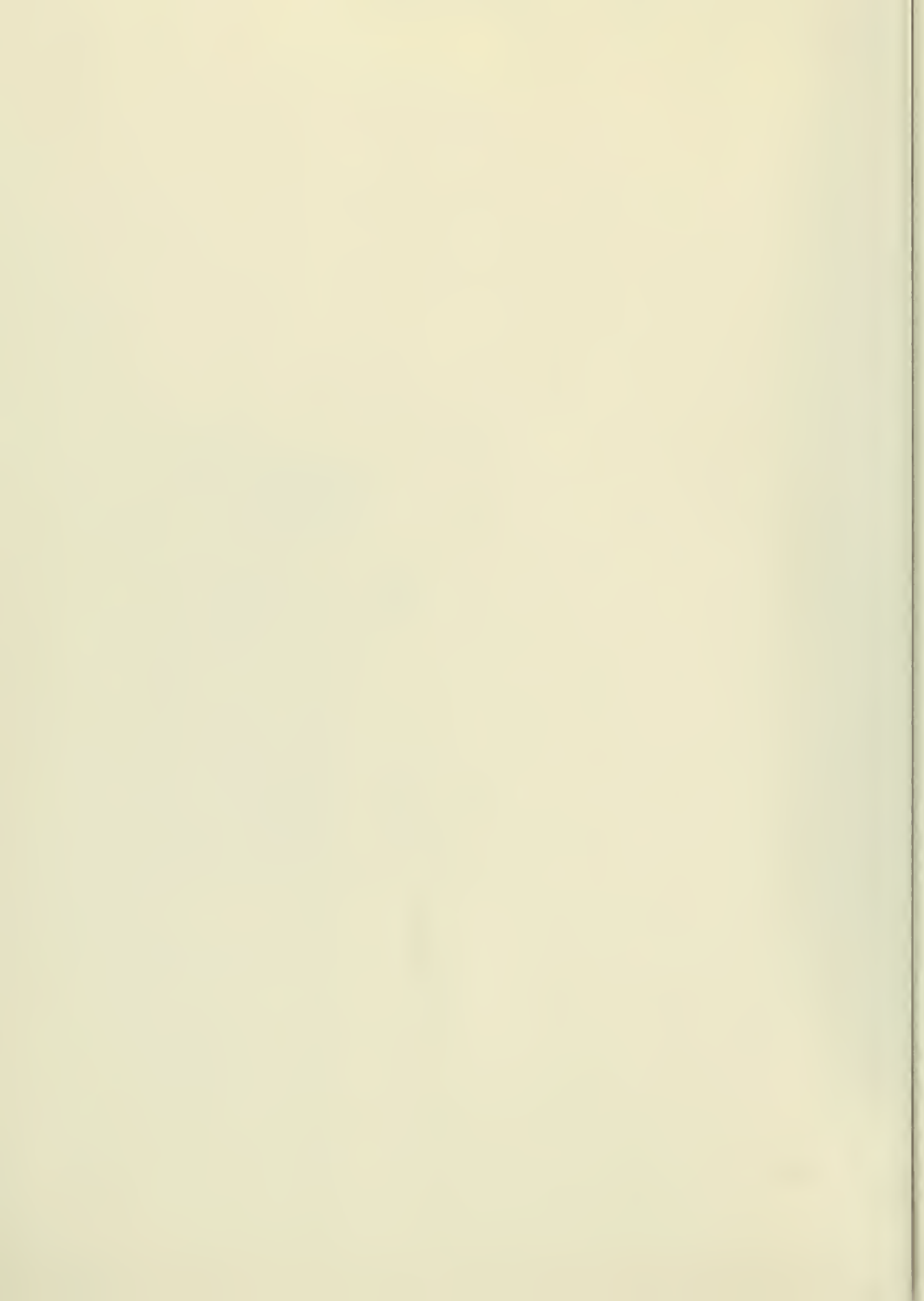
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**SAN FRANCISCO CIVIL SERVICE COMMISSION**



*Annual Report 1978*



JOSEPH C. TARANTINO  
LILLIAN K. SING  
FRANK N. ALIOTO  
GENEVIEVE POWELL  
DARRELL J. SALOMON

President  
Vice President  
Commissioner  
Commissioner  
Commissioner

JOHN J. WALSH    General Manager, Personnel

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September 5, 1978

The Honorable  
Mayor George R. Moscone  
200 City Hall  
San Francisco, CA 94102

Dear Mayor Moscone:

On behalf of the members of the Civil Service Commission and in accordance with Charter requirement, I am pleased to submit the Annual Report of the Civil Service Commission and its staff for the fiscal year concluding June 30, 1978.

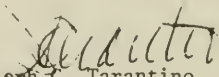
We hope you agree with us that this report reflects continuing progress by this agency in meeting both long-standing problems and new challenges with solutions that are in the best interests of the citizens and employees of the City and County of San Francisco.

The Commission expresses its appreciation and commendation to Mr. John J. Walsh, General Manager, Personnel, and his staff for their diligent efforts in providing the necessary creative and responsive leadership in administering an effective personnel system. We thank your office and members of your staff for the help and support you have given us.

We look forward to another year of service to the City and County of San Francisco with the hope that this Commission continues to respond to ever-increasing challenges with decisions consistent with the goals of the merit system.

Respectfully submitted,

CIVIL SERVICE COMMISSION

  
Joseph C. Tarantino  
President

✓





# City and County of San Francisco

## Civil Service Commission



The Honorable  
Civil Service Commission  
151 City Hall  
San Francisco, California

Dear Members of the Commission:

It is with pleasure that the 78th Annual Report of the Civil Service Commission for the fiscal year ending June 30, 1978, is submitted.

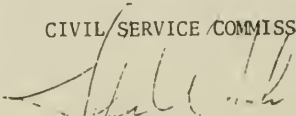
On behalf of the staff of the Personnel Department, I wish to express a sincere thank you to the members of the Civil Service Commission, the Mayor and his staff, the Board of Supervisors and to civic, labor and employee organizations for their interests and cooperation in our attempts to develop a progressive and responsive personnel system for the City and County of San Francisco.

I particularly wish to thank the members of my staff for their support and efforts in making this a most productive year.

Although the past year has been filled with many accomplishments, the major accomplishment has been the adoption of proposed amendments to various Civil Service Charter sections to be submitted to the electorate on November 7, 1978. You will no doubt agree with me as you read this report that the Civil Service merit system in the City and County of San Francisco faces increasing challenges in the future. I believe we are prepared to successfully meet those challenges.

Respectfully submitted,

CIVIL SERVICE COMMISSION

  
John J. Walsh  
General Manager, Personnel



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# HIGHLIGHTS OF FISCAL YEAR

- \* PROPOSED AMENDMENTS TO THE CIVIL SERVICE PROVISIONS OF THE CHARTER WERE ADOPTED AND WILL BE SUBMITTED TO THE ELECTORATE IN THE NOVEMBER, 1978 ELECTION TO
  - \* PROVIDE FOR THE USE OF APPRENTICESHIP ROSTERS TO EMPLOY QUALIFIED APPRENTICES IN CITY SERVICE.
  - \* ALLOW EXAMINATION PROCEDURES TO CONTINUE WHILE ANY RELEVANT OBJECTIONS ARE REVIEWED.
  - \* ALLOW QUALIFIED ELIGIBLES TO RECEIVE APPOINTMENTS WHILE PROTESTS THAT WOULD HAVE NO EFFECT ON SUCH APPOINTMENTS ARE BEING INVESTIGATED.
  - \* PROVIDE, DEPENDING ON LEVEL OF JOB RESPONSIBILITY, FOR PROBATIONARY PERIODS OF DIFFERENT LENGTHS.
  - \* CLARIFY LANGUAGE AS TO DUE PROCESS HEARINGS FOR EMPLOYEES.
  - \* UPDATE AND CORRECT LANGUAGE ON MILITARY LEAVES OF ABSENCE.
  - \* PROVIDE THAT PROMOTIVE AND ENTRANCE CANDIDATES WHO COMPETE IN THE SAME EXAMINATION WILL BE ON ONE ELIGIBLE LIST IN ORDER OF EXAMINATION STANDING.
  - \* PROVIDE FOR DUE PROCESS APPEAL RIGHTS ON ANY ALLEGATION OF DISCRIMINATION.
  - \* INCLUDE A POLICY STATEMENT AS TO EQUAL EMPLOYMENT OPPORTUNITIES IN CIVIL SERVICE COMMISSION OPERATION.
- \* A SYSTEM OF CONTROL BY NUMERICAL DESIGNATION (POSITION CONTROL) FOR 22,000 PERMANENT POSITIONS WAS IMPLEMENTED AND IS OPERATIONAL.
  - \* EIGHT PARAPROFESSIONAL CLASSIFICATIONS AT THE S.F. UNIFIED SCHOOL DISTRICT WERE CONSOLIDATED INTO THREE CLASSES.
- \* A MAJOR REORGANIZATION OF THE MUNICIPAL RAILWAY MANAGEMENT WAS COMPLETED.
  - \* AN AFFIRMATIVE ACTION SERIES OF CLASSES WAS ESTABLISHED.
- \* A COMPREHENSIVE SURVEY OF ALL PROFESSIONAL LEVEL POSITIONS IN THE PURCHASING DEPARTMENT WAS CONDUCTED.
  - \* A MAJOR SURVEY OF ALL CLASSIFIED POSITIONS AT THE S.F. COMMUNITY COLLEGE DISTRICT WAS COMPLETED.
- \* A NEW CLASSIFICATION OF POLICE SERVICES AIDE WAS ESTABLISHED. THIS PARAPROFESSIONAL CLASS WILL RELIEVE MEMBERS OF THE UNIFORMED RANKS OF NON-ENFORCEMENT DUTIES.





# THE CIVIL SERVICE COMMISSION

## Membership

The Civil Service Commission is composed of five members (at least one of whom must be a woman) appointed by the Mayor and serving six-year terms of office. Those currently serving on the Civil Service Commission are Joseph C. Tarantino, President; Lillian K. Sing, Vice President; and Commissioners Frank N. Alioto, Genevieve Powell and Darrell J. Salomon.

## Responsibilities

The Civil Service Commission is mandated by Charter to be the employment and personnel department of the City and County that qualifies individuals for appointments to the public service on the basis of merit and fitness as shown by appropriate tests. The Commission classifies and reclassifies all places of employment in City departments, including those exempted by Charter. Derived from the Charter provisions is the concept that the Civil Service Commission's major responsibility is rendering service to departments and employees.

## Meetings & Hearings

During fiscal year 1978-79, the Civil Service Commission met 33 times.

The Commission conducted 24 regular and 9 special meetings in order to review separations from service, classification, salary and wage, in-service, miscellaneous and examination matters. The Commission considered 233 classification and pay items which resulted in the establishment of 351 new positions, 41 new classifications and reclassification of 118 existing positions. 20 classes were abolished and 6 consolidated. 194 Salary Ordinance amendments were submitted as a result of Commission action. Among the pay matters considered by the Commission were the surveys of Police, Fire and Municipal Railway rates of pay. 162 items of in-service activities were reviewed and 44 miscellaneous items. In addition, the Commission considered 75 recruitment and examination appeals. The Commission also ruled on 54 requests for reconsideration of its action.

The Commission reviewed the following separations from service: 54 resignations; 95 terminations of limited tenure appointments, primarily CETA participants; 79 terminations of entrance probationary appointments; 14 termination of promotive appointments; and 29 terminations of temporary Civil Service appointments.



7 appeals from dismissal of permanent appointment were reviewed and 9 dismissals not appealed were processed. In April, 1977 the Civil Service Commission adopted amendments to the automatic resignation rule which severs from the service employees who abandon their positions by being absent without authorization in excess of 5 continuous working days. These Rule modifications provide that automatic resignations may be appealed within 15 calendar days and the Commission will review those appeals. Those automatic resignations not appealed are processed administratively under the Rule. During this fiscal year, the Commission considered 19 appeals and 131 automatic resignations were administratively processed. This new procedure has eliminated the necessity to calendar for Commission review all automatic resignations with all the accompanying paperwork and has also eliminated the necessity for departmental representatives to appear at Civil Service Commission meetings for every automatic resignation.

#### Standing Committee on Charters and Rules Review

During Fiscal Year, 1977-78 a standing committee of 3 members from the Commission was established to review all proposed changes in the Civil Service Commission Rules and the Civil Service provisions of its Charter. This Committee held nine meetings to review various matters concerning the Rules and the Charter. The Committee was chaired by Commissioner Darrell J. Saloman with Commissioner Lillian K. Sing and Joseph C. Tarantino as the other two members. It is anticipated that during Fiscal Year 1978-79 the Committee will hold hearings on a proposed affirmative action plan in accordance with Civil Service Commission Rule 1, Section 1,03 - Affirmative Action Plan and Policy for Equal Opportunities.





JOSEPH C. TARANTINO  
President

## Commissioners



LILLIAN K. SING  
Vice President



FRANK N. ALIOTO



GENEVIEVE POWELL



DARRELL J. SALOMON



# Administration

## Budget

The following summarizes expenditures for the Civil Service Commission for the fiscal year ending June 30, 1978.

## Receipts

Budget Appropriation for 1977-78	2,374,510
----------------------------------	-----------

## Expenditures

Permanent Salaries	1,350,232
Overtime	406
Comp. In Lieu Salary	17,379
Temporary Salaries	74,379
Oral Boards	5,853
Maintenance & Repair of Building	481
Maintenance & Repair of Office Equip.	1,740
Reproduction Services	832
Telephone	20,037
Postage	14,992
Printing & Advertising	642
Subscriptions	491
Equipment Rentals	7,019
Court Reporter	466
Special Services	20,125
Fingerprinting	1,353
Maintenance of Auto	275
Medical Supplies	686
Office Supplies	16,895
Fuel and Lubricants	167
Equipment	2,393
Library and Reference Books	102
Fixed Charges	30
Mandatory Fringe Benefits	261,259
Services To Other Departments	282,946
Salary Survey	21,298
Police and Fire	20,298
Police and Fire Temporary Salaries	11,578

TOTAL EXPENDED: 2,134,066





## Employees

The Civil Service Commission Department is allocated 95 permanent positions enumerated as follows:

<u>Class Number</u>	<u>Title</u>	<u>Number</u>
120	Commissioners	5
1202	Personnel Clerk	4
1212	Timeroll Audit Clerk	7
1214	Senior Timeroll Audit Clerk	1
1216	Principal Timeroll Audit Clerk	1
1217	Senior Certification Clerk	1
1231	Associate Affirmative Action Coordinator	1
1232	Training Officer	1
1234	Director of Training	1
1235	Affirmative Action Coordinator	1
1240	Assistant Personnel Analyst	11
1242	Personnel Analyst	8
1244	Senior Personnel Analyst	9
1246	Principal Personnel Analyst	8
1248	Assistant Division Manager, Personnel	5
1278	Division Manager, Personnel	2
1284	Assistant Secretary, Civil Service Commission	1
1288	Assistant General Manager, Personnel	1
1292	General Manager, Personnel	1
1402	Junior Clerk	1
1404	Clerk	1
1424	Clerk Typist	8
1426	Senior Clerk Typist	6
1444	Clerk Stenographer	2
1446	Senior Clerk Stenographer	4
1528	Administrative Secretary	1
1760	Offset Machine Operator	1
1764	Mail and Reproduction Service Supervisor	1
2430	Medical Examination Assistant	2

## CETA Employees

The Civil Service Commission has also been provided with the following 56 employees funded under the Comprehensive Employment and Training Act (CETA):

<u>Class Number</u>	<u>Title</u>	<u>Number</u>
1202	Personnel Clerk	17
1240	Assistant Personnel Analyst	21
1402	Junior Clerk	1
1404	Clerk	1
1424	Clerk Typist	7
1650	Accountant	1
1760	Offset Machine Operator	1
9704	Manpower Specialsit II	3
9998	Staff Aide, CETA	2



The following 49 employees are participants in CETA - funded training programs. While on the payroll of the Civil Service Commission these employees are out - stationed in 7 City departments:

<u>Class Number</u>	<u>Title</u>	<u>Number</u>
9910	Ambulance Driver Trainee	11
9910	Deputy Sheriff Trainee	3
9910	District Attorney Investigator Trainee	2
9910	Environmental Health Inspector Trainee	13
9910	Legal Stenographer Trainee	2
9910	Police Communication Dispatcher Trainee	1
9910	Transit Information Clerk Trainee	4
9910	Rehabilitation Counselor Trainee	2
9910	Rodent Controler Trainee	10
9910	Water Quality Chemist Trainee	1

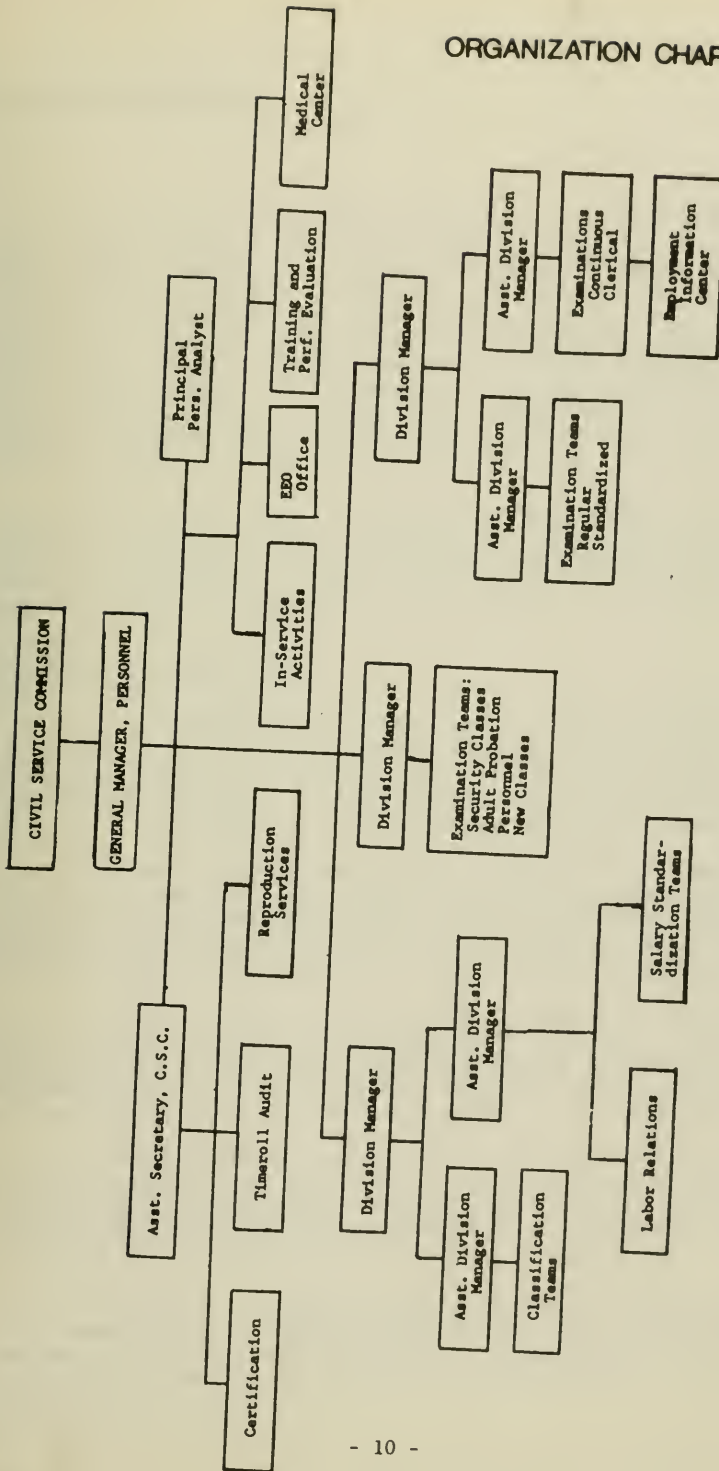
#### Mail and Reproduction Services

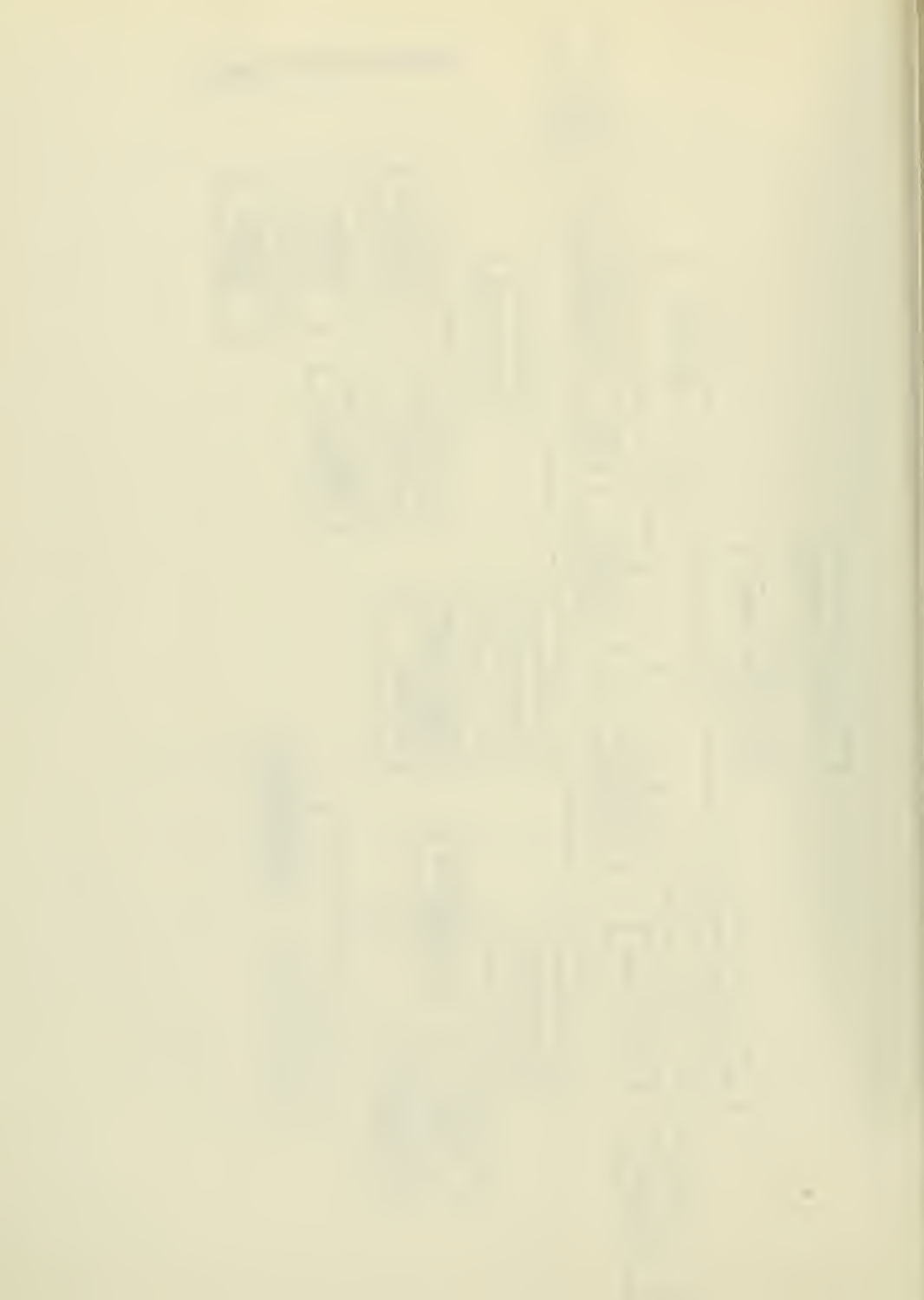
The Mail and Reproduction Unit is an in-plant printing and distribution center for the Civil Service Commission. The functions of this Unit are as follows:

1. Prints forms, examinations, reports, training materials and employment information, etc.
2. Disseminates official Civil Service Commission policy documents, business materials, and employment information to City departments, employees, employee organizations, public, and governmental agencies.
3. Picks up inter-department business materials, sorts and delivers to the proper destinations. These destinations includes: Civil Service Commission Units, Civil Service Commission Commissioners, and City departments. The Civil Service Commission Units are located in three different buildings in the City Hall area. The Civil Service Commissioners are located in various parts of the city.
4. Processes and distributes incoming mail.
5. Picks up, sorts and stamps outgoing mail.



# ORGANIZATION CHART





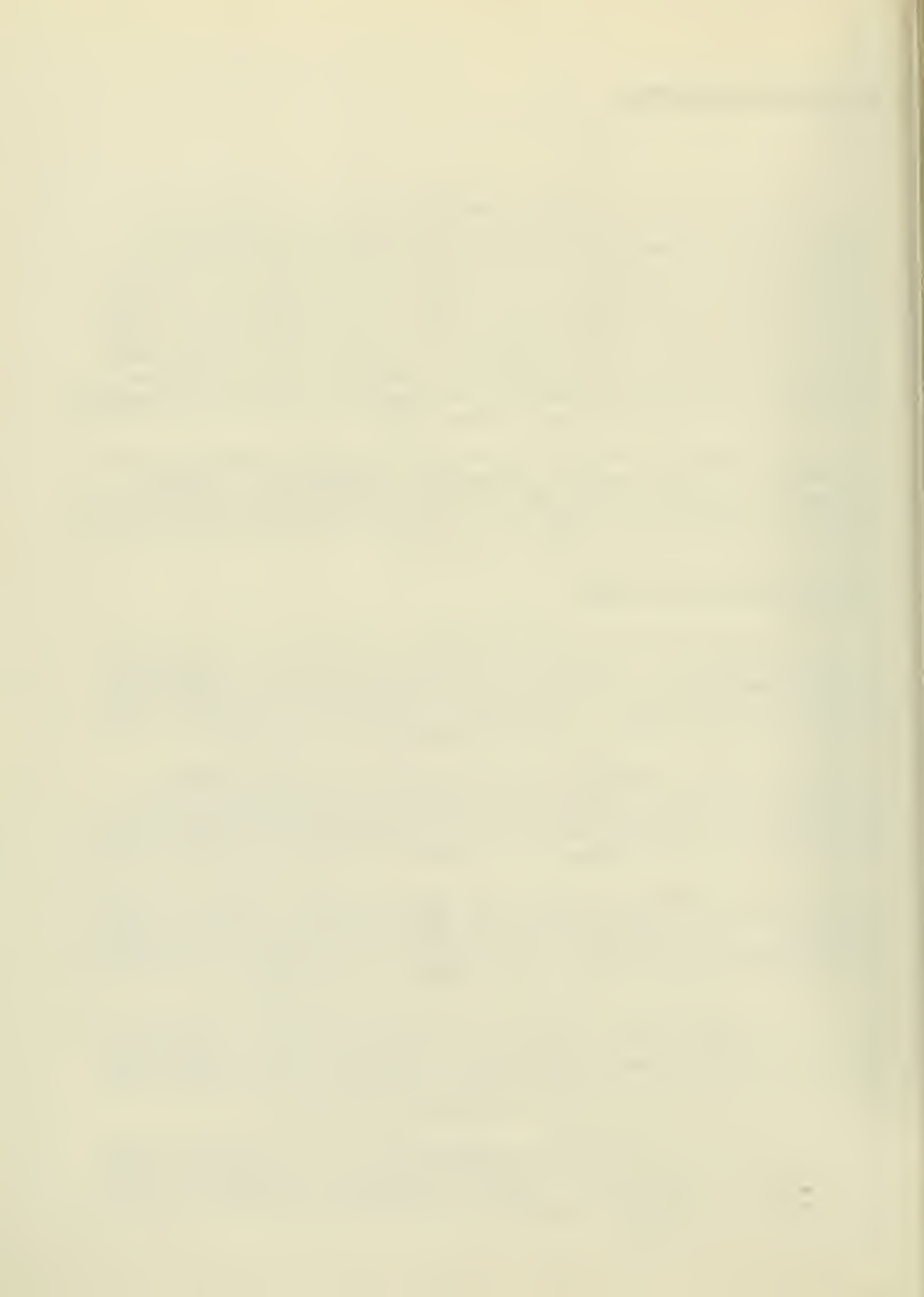
# CLASSIFICATION

The basic tool of personnel management, position classification, is a systematic means of identifying and describing different kinds of work in terms of primary tasks, duties and responsibilities, and the knowledge, skills and abilities required for their performance. After jobs, or positions, are grouped into classes on the basis of similarity in these respects, specifications delineating the basic characteristics of a class are prepared. In most instances classes are grouped into series providing career opportunities in City employment. This process assures like treatment to similar positions in recruitment, examination, pay, training and promotion. Position classification is the fundamental element in implementing the merit principle of equal pay for equal work.

The Classification Plan consists of all classes established, and it is amended to reflect changes in departmental organization or in duties assigned to positions. During the past year the Classification Section conducted the following major studies in its work to insure that the Plan is an accurate reflection of the current organization.

## Major Classification Studies

1. The Classification Division staff recommended the consolidation of eight paraprofessional classes into three classes at the San Francisco Unified School District. This new classification structure clearly defines levels of responsibilities. Additionally, it affords the District teaching staff greater flexibility in assigning paraprofessional personnel.
2. A major reorganization of the Municipal Railway Management structure was completed. This highly complicated project involved the introduction of new positions, title changes, transfer of functions and the addition of staff support positions. The restructuring places greater accountability for the performance of the transit system on the Muni management.
3. An Affirmative Action series of classes was established for the new Affirmative Action/Equal Employment Opportunity Unit of the Civil Service Commission. These classes will be responsible for insuring that employment and advancement opportunities are made available to all women, minorities and handicapped individuals throughout all levels of city government.
4. A comprehensive survey of all professional level positions in the Purchasing Department was conducted. A new classification of Supervising Purchaser was established to oversee the buying bureau. In addition, seven existing class specifications were amended to more accurately reflect the current duties and responsibilities assigned to each class.
5. In order to implement a reorganization of the Fine Arts Museum, staff recommended the creation of three new executive classifications to replace existing classifications. These new classifications reflect a change in emphasis and scope of the positions, a redistribution of duties and an addition of new functions.





6. Another major project was the survey of all classified positions in the Community College District. The staff's recommendations included the confirmation of 388 positions as correctly classified, upgrading of 16 positions, downgrading of 10 positions, 1 consolidation and the creation of 2 new classifications.

7. A new classification of Police Services Aide was established. This paraprofessional classification will relieve sworn officers of time-consuming, non-enforcement functions, making them available for the performance of more critical crime prevention duties.

8. The staff investigated the possibility of a city-wide classification survey. In order to attain various alternative approaches to this project, the staff conferred with five nationally known consulting firms specializing in classification studies for public agencies. Upon Commission endorsement of the survey, the staff requested and received formal proposals from the consulting firms. The passage of the Jarvis-Gann Initiative in June has suspended this project indefinitely due to lack of funds.

9. The creation of the Staff Assistant series (Staff Aide I - Staff Assistant XIII, Special Project) has provided greater flexibility to operating departments in recruiting immediate services as well as for personal services not described by existing classes in our classification plan. Generally, these employments are funded by special grants approved by the Board of Supervisors and from other outside sources. Further, the Staff Assistant, Special Project series was adopted in order to provide temporary services during a period of time for which funding had been approved and the classification audit was in process. Thus, this series has been effective as a vehicle to provide temporary services under certain conditions in lieu of personal services contracts and the creation of new classifications.

Examples of the use of the Staff Assistant series are as follows:

<u>Department</u>	<u>Classification</u>	<u>Project</u>
Police	Staff Assistant IV, III, II Staff Aide II	Citizen Safety Project (S.A.F.E.)
	Staff Assistant IV, III, II Staff Aide I	Senior Escort Program
Public Health	Staff Assistant V	Jail Nutrition Program
S.F. Unified School District	Staff Assistant II, I	American Indian Education Program
Adult Probation	Staff Assistant II	Courts Alternative Project
District Attorney	Staff Assistant III	Consumer Fraud "Complaintmobile" Project
Recreation and Park	Staff Assistant II	Golden Gate Park Master Plan
Controller	Staff Assistant IV	Wastewater Management
Mayor	Staff Assistant IV	FIRM Project



The increased number of grants awarded to various city departments has meant an enormous increase in the staff time required to review, advise, recommend and approve requests for use of Staff Assistant/Aide positions. To facilitate the work, a series of policy guidelines has been developed. They outline three major phases: determination as to whether the Staff Assistant series is appropriate; procedure for proposing an employee for an approved position; and special conditions that apply to employments in these classes. During this fiscal year emphasis will be made to incorporate as many Staff Aide/Assistant positions as possible into the Classification Plan.

10. In addition, a number of key classes were established to reflect changes within departments:

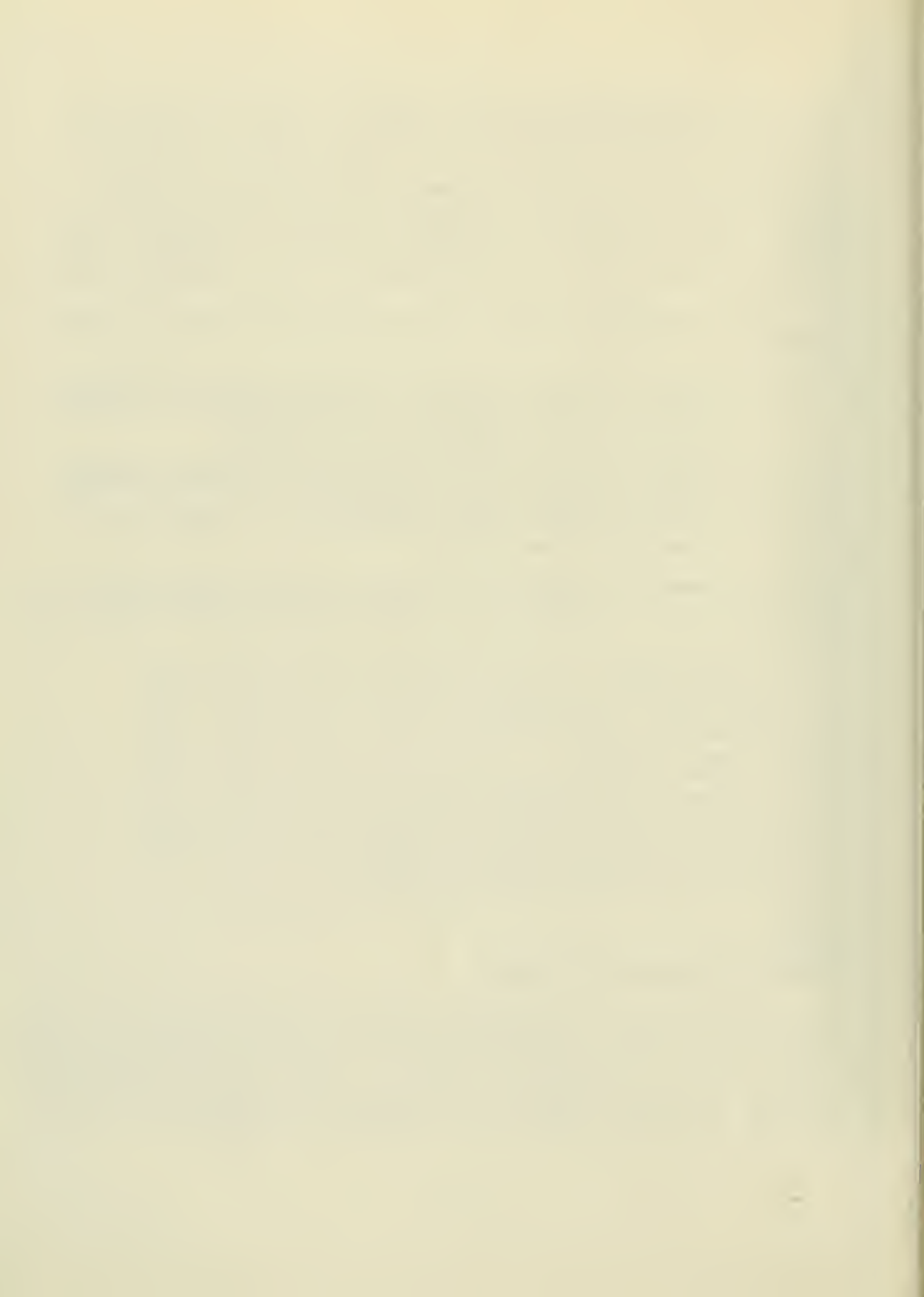
1. Curator of Zoological Exhibits (Recreation and Park Department)
2. Executive Director, Commission on the Aging (Comm. on the Aging)
3. Health Care Analyst (Department of Public Health)
4. Cable Car Division Manager (Municipal Railway)
5. Deputy Director of City Planning (Department of City Planning)
6. Supervising Fiscal Officer for Muni Railway (Municipal Railway)
7. Prisoner Services Counselor (Sheriff)
8. Assistant Director of Health Care Services for Mental Health (Department of Public Health)

In summary, the Classification Division reviewed positions and departmental requests resulting in the following classification recommendations:

New positions requiring classification action in the	
1977-78 budget.....	351
Reclassification of existing positions.....	118
New classes established.....	41
Class specifications amended.....	38
Classes abolished.....	20
Classes consolidated.....	6
Personal Services Contracts approved.....	14
Staff Assistant, Special Projects approved.....	122
Salary Ordinance Amendments submitted.....	104
Tenure of requisition requests approved.....	141
Other classification studies resulting in	
Civil Service Commission action.....	8

#### Projected Classification Activities

Maintenance of the Classification Plan is a continuing function of the Classification Division. Departmental requests are always reviewed in terms of the Plan, with a view toward the inclusion of new positions in existing classifications. On occasion new duties are added to a class by means of amendments to specifications. At other times consolidation of two or more classes may be appropriate. Significant projects to be undertaken by the Classification staff during the coming fiscal year (1978-79) include the following:



### 1. Outpatient Services - San Francisco General Hospital

It is anticipated that the long term project involving the classification of three hundred positions located in the six outpatient centers will be completed. These positions, previously funded by HEW monies, will become a permanent part of health care services of the City and County.

### 2. Manpower Series

The Manpower series of classifications was established in 1974 and was designed to staff a wide variety of positions in the Mayor's Office of Manpower and Training. The number of positions has grown as a result of the increasing diversity of programs administered by that office. Most of the employees in the MOET bureau are temporary. Therefore, examinations will be required in order to select and promote on a merit system basis. Before this is done, MOET has requested a thorough classification study of the entire organization. All experienced Classification staff Analysts will be involved in this project.

### 3. Muni Metro System - Municipal Railway

One hundred eleven new positions were funded in 1978-79 budget of the Municipal Railway for the Muni Metro System. While a percentage of the positions can be allocated to existing classes, the technology, equipment and operation of the system appear to indicate the need for entirely new classes if the work to be performed is to be properly described.

### 4. Commercial Division - Water Department

The Water Department is in the process of reorganizing its Commercial Division. Upon completion of planning the Department will submit its new plans for appropriate classification action. Classification recommendations should result in the alleviation of staffing problems as well as providing career opportunities for employees.

### 5. San Francisco Unified School District

The SFUSD continues to represent a large percentage of staff time and effort. The number of requests for classification actions range from ten to as many as twenty-two at any one time. Due to the Jarvis-Gann Initiative many projects are being held in abeyance, but several requests continue to require staff action.

### 6. Grant-Funded Programs - Personal Service Contracts

In recent years the implementation of grant-funded programs is an area that has required an enormously large amount of staff time. These programs, usually funded by the Federal government, are for new and unique services in most instances not described by any class in our present plan. They therefore require a large amount of time for reviewing of grant applications, public agencies for comparison purposes.

Contracts for personal services are forwarded to this office for review as to classification. These contracts generally reflect the performance of highly specialized services provided by individuals working as independent contractors. Each contract is thoroughly reviewed in effort to determine whether or not an existing Civil Service classification can provide a suitable candidate for employment. Each request is then the subject of a staff report requiring action of our Commission, prior to the awarding of the contract.



Major departments that will continue to have a large number of programs funded by grants include the Sheriff's Department, Department of Public Health (all bureaus), the Mayor's Office, Police Department, the District Attorney's Office and the Board of Education.

#### 7. Courts Alternative Project

This is an example of a grant-funded program that has been so successful that the department, in this case Adult Probation, wants to fund permanent positions to continue to provide the given service. Incumbents will be concerned with the placement of offenders in pre-trial diversion and post-sentencing situations. Classification work requires numerous discussions with the department, personnel currently involved in these programs and jurisdictions utilizing similar classifications.

The passage of the Jarvis-Gann Initiative will undoubtedly affect the number of departmental requests for classification assistance during the coming year. The Classification Division will therefore be able to devote additional time to sorely needed maintenance of the Classification Plan, and in addition to the projects already described, several large series such as Accountant and Telephone Operators will be thoroughly reviewed.





# **SALARY STANDARDIZATION**

The primary function of the Salary Standardization Section is to survey prevailing rates of pay in private and public jurisdictions as a basis for establishing rates of pay for all City employees according to the provisions of the Charter, as well as implementing and recommending revisions to the administrative provisions of the Salary Standardization Ordinance. Other duties include conducting fringe benefit and specialized surveys at the request of the Civil Service Commission or Board of Supervisors, completing survey questionnaires for other jurisdictions, and implementing the salary plan by coordinating salary matters with all City departments.

Salary standardization is, by Charter, divided into three major categories:

1. Miscellaneous Employees - Charter Sections 8.401 and 8.407
2. Municipal Railway Platform Employees - Charter Section 8.404
3. Police and Fire - Charter Section 8.405

Methods of determining pay rates and some of the working conditions for each of the groups are as follows:

## Miscellaneous Employees

Charter Section 8.407 requires the Civil Service Commission to conduct a comprehensive investigation and survey of basic pay rates for wages and salaries in other governmental jurisdictions and private employment for like work and like service based on job classifications primarily in the Bay Area and requires the Civil Service Commission to make its findings, based on facts and data collected as to what the generally prevailing pay rates are for each benchmark class. Salary data must be collected solely for the Bay Area counties of Alameda, Contra Costa, Marin, San Mateo, San Francisco and Santa Clara. If there is insufficient salary data available from these agencies, then the Commission can survey other major public agencies in the State employing such classes where the agency employs more than 3,000 persons. The Charter stipulates that the salary data from public agencies be collected from five Bay Area counties, the ten most populous cities in these counties; agencies of the State and Federal government; and from school districts and other special districts in these counties.

The Commission also collects private basic pay rate data from the recognized governmental Bay Area salary survey of private employers in the City and County of San Francisco and Bay Area counties of Alameda, Contra Costa, Marin, San Mateo and Santa Clara. The data collected is limited to rates of pay and salaries actually being paid by private employers for like work and like service.

The history of the city of Boston is a subject of great interest and importance. It is a city of many centuries, and its history is a record of the growth and development of one of the most important cities in the world. The city has been the seat of many great events, and its people have played a prominent part in the history of the world. The city has been the birthplace of many great men, and its people have been the leaders of many great movements. The city has been the center of many great industries, and its people have been the pioneers of many great discoveries. The city has been the home of many great institutions, and its people have been the founders of many great organizations. The city has been the scene of many great battles, and its people have been the heroes of many great wars. The city has been the center of many great revolutions, and its people have been the leaders of many great movements. The city has been the home of many great artists, and its people have been the creators of many great works of art. The city has been the center of many great sciences, and its people have been the discoverers of many great truths. The city has been the home of many great philosophers, and its people have been the founders of many great schools of thought. The city has been the scene of many great events, and its people have played a prominent part in the history of the world. The city has been the birthplace of many great men, and its people have been the leaders of many great movements. The city has been the center of many great industries, and its people have been the pioneers of many great discoveries. The city has been the home of many great institutions, and its people have been the founders of many great organizations. The city has been the scene of many great battles, and its people have been the heroes of many great wars. The city has been the center of many great revolutions, and its people have been the leaders of many great movements. The city has been the home of many great artists, and its people have been the creators of many great works of art. The city has been the center of many great sciences, and its people have been the discoverers of many great truths. The city has been the home of many great philosophers, and its people have been the founders of many great schools of thought.

Charter Section 8.407 defines the term "prevailing rates of wages" as the rate ranges developed from the weighted average of the midpoints of the basic rates, excluding fringe benefits, for surveyed public employment and the median of the pay rates for private employment. It stipulates that the Board of Supervisors shall not set the maximum rate of pay for any class in excess of the maximum prevailing rate for that class and further provides that no employee shall have his basic pay rate reduced.

A report containing a summary of the preliminary data prepared by the Personnel Department of the Civil Service Commission was available for inspection beginning December 5, 1977. Employee representatives and employees were invited to request salary adjustments supported with any information or data that would justify such adjustments. The data presented was reviewed, analyzed and modified for a period of approximately 5-½ weeks. Salary recommendations were not finalized until a public hearing was held at which time employees, employee organization representatives and representatives of civic, public and professional organizations were given an opportunity to express their views on salary standardization.

The recommended schedules together with the existing schedules of compensation were posted and publicized on January 3, 1978, for a period of two weeks and were also available for inspection in the office of the Civil Service Commission. The proposed schedules of compensation also apply to all non-certificated employees in both the San Francisco Unified School District and the San Francisco Community College District.

The data contained in the report, "Salary and Wage Survey", was obtained from over 30 individual public jurisdictions in California, the Federal Government, the State of California and the Bay Area Salary Survey Committee. It should be noted that the number of employees for the State of California and Federal agencies was limited to agencies in the Six Bay Area Counties.

The Civil Service recommendations were submitted to the Board of Supervisors for their consideration. The Board then adopted these recommendations. The new salary schedules represented no raises for some employees and increases up to 18% for others. The average percentage increase granted to all employees was 4.5%.

However, in the June, 1978 election, the voters approved Proposition 13, the Jarvis-Gann initiative. This limited the amount of property tax money available to public agencies throughout the State of California. Subsequently, the Mayor issued a Proclamation of Emergency which was approved by the Board of Supervisors. This Declaration of Emergency included a number of cost-saving items, including the repeal of the adopted Salary Standardization Ordinance and the reinstatement of the 1977-78 Ordinance. In effect, all miscellaneous employees will receive no salary increases for fiscal year 1978-79.



## Municipal Railway

The Civil Service Commission staff conducts a survey of street railway and bus systems in the United States operating primarily within the municipalities having a population of not less than 500,000 and each such system normally employing not less than 400 platform employees or coach or bus operators. The Commission then certifies to the Board of Supervisors the average of the two highest wage schedules in effect on July 1 for comparable employees in the systems certified in the report. The Board of Supervisors thereupon fixes a wage schedule which shall not be in excess of the average of the two highest wage schedules so certified by the Civil Service Commission. The Commission also certifies to the Board of Supervisors the working conditions and the amount equivalent to the dollar value of differentials in the benefits in the Retirement System, Health Service System and Vacation Allowances.

For the year 1977-78, the survey shown on page , which was certified by the Civil Service Commission showed that the Massachusetts Bay Transportation Authority and the San Diego Transit Corporation paid the highest rates for platform personnel as of July 1. The average of the two was \$7.795 per hour. The Board of Supervisors then adopted this rate. This represented an increase of 4.5% in the basic wage. Additionally, a Cost of Living adjustment was included in the wage package. This adjustment was based on the increased in the Consumer Price Index in the San Francisco Area.

## Police & Fire

On June 8, 1976, the electorate passed an amendment to Charter Section 8.405 establishing a new method for setting salaries of the uniformed forces in the Police and Fire Departments. Under this new method, the Civil Service Commission is required to survey and certify to the Board of Supervisors rates of compensation paid Police Officers employed in Police Departments in all cities with a population of 350,000 or over in the State of California. The rate to be certified is the average of the maximum rates paid to each Police Officer classification performing the same or essentially the same duties as Police Officers in the City and County of San Francisco; further, this certified rate is to be the rate of compensation payable for the fourth year of service in the class of Police Officer. The rate of pay for the first, second and third year of service for Police Officers is to be established in accordance with the general percentage differential between seniority steps found in the salary ranges included in the cities surveyed.

The same method is used for determining salaries for Fire Fighters. The principal of pay parity between the basic classifications of Police Officer and Fire Fighter is continued in this amendment.



Charter Section 8.405 further provided for "protected" wage scales for uniformed members of the Police and Fire Departments who were employed prior to July 1, 1976. For these employees the 1975-76 rates will continue to be paid until such time as the new schedules equal or exceed the 1975-76 rates.

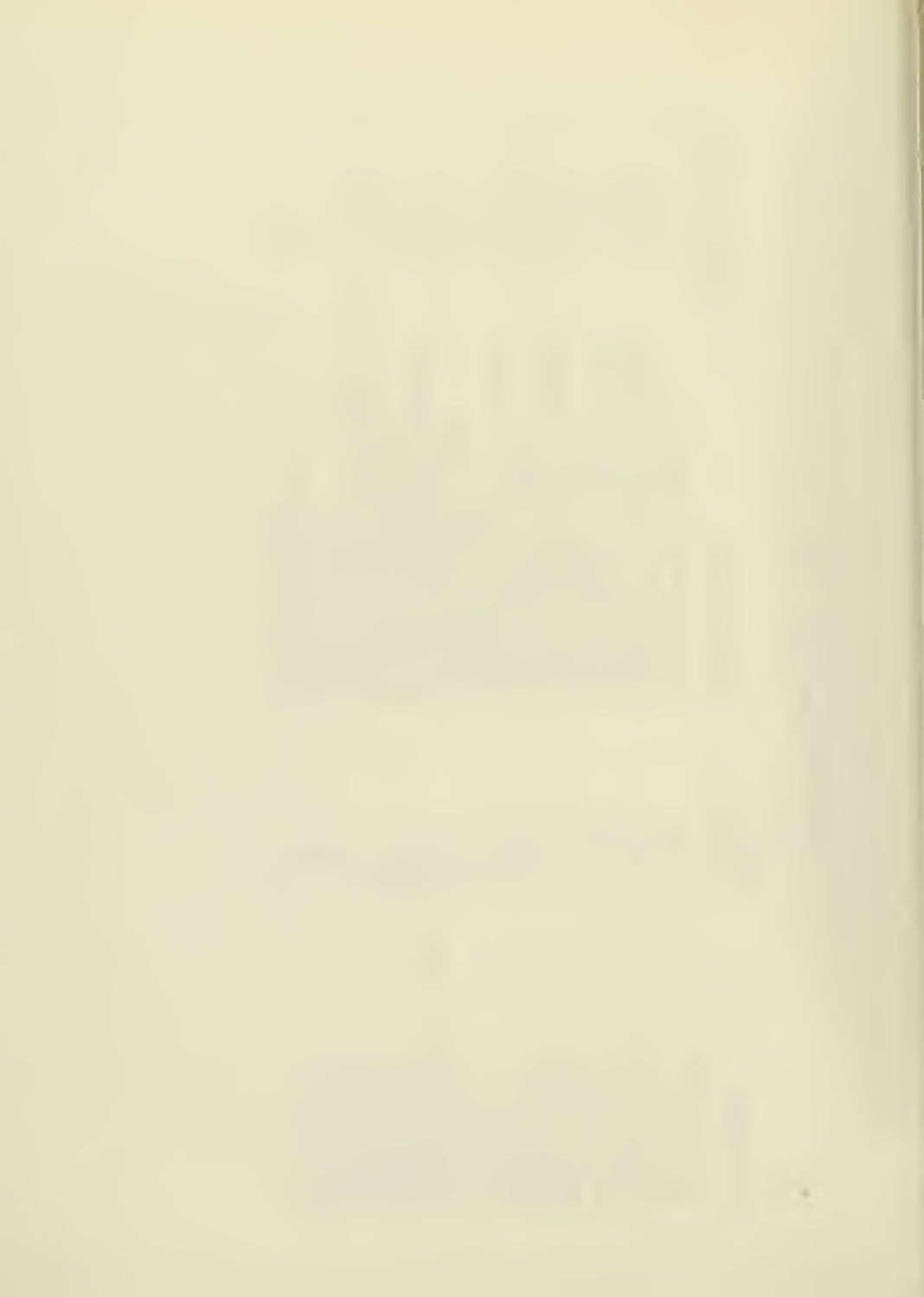
As a result of this protective clause, there were two wage schedules in effect for fiscal year 1977-78. One schedule reflected the existing monthly wage scales for uniformed members employed before July 1, 1976, and the second scale generated by the salary survey for members of the uniformed forces employed on or after July 1, 1976. Police Officers and Fire Fighters employed before July 1, 1976, were paid \$1518-1588 per month; those employed on or after July 1, 1976, were paid \$1371-1588 per month.





# TRANSIT OPERATOR SURVEY - JULY, 1977

<u>MUNICIPALITY</u>	<u>NUMBER OF OPERATORS</u>	<u>TRANSIT COMPANY</u>	<u>MAXIMUM HOURLY RATE EFF. 7/1/77</u>
SAN DIEGO, CAL.	639	SAN DIEGO TRANSIT CORPORATION	\$8.135
BOSTON, MASS.	2080	MASSACHUSETTS BAY TRANS. AUTHORITY	7.4625
LOS ANGELES, CAL.	4636	SOUTHERN CAL. RAPID TRANS. DISTRICT	7.35
PITTSBURGH, PA.	1740	FORT AUTHORITY OF ALLEGHENY COUNTY	7.33
DENVER, COLO.	689	REGIONAL TRANSIT DISTRICT	7.28
WASHINGTON, D.C.	3440	WASHINGTON METRO. TRANSIT AUTHORITY	7.27
KANSAS CITY, MO.	452	KANSAS CITY AREA TRANS. AUTHORITY	7.22
CHICAGO, ILL.	5023	CHICAGO TRANSIT AUTHORITY	7.195
CLEVELAND, OHIO	1233	GREATER CLEVELAND REGIONAL TRANSIT	7.00
SEATTLE, WA.	1125	SEATTLE METRO TRANSIT	6.94
DETROIT, MICH.	1250	DEPARTMENT OF TRANSPORTATION	6.87
ST. LOUIS, MO.	1268	BI-STATE DEVELOPMENT AGENCY	6.81
PHILADELPHIA, PA.	2888	S.E. PENNSYLVANIA TRANS. AUTHORITY	6.80
BALTIMORE, MD.	1428	MASS TRANSIT ADMINISTRATION	6.755
BROOKLYN, N.Y.	4782	NEW YORK CITY TRANSIT AUTHORITY	6.7325
MANHATTAN, N.Y.	3539	MANHATTAN & BRONX SURFACE TRANS. AUTHORITY	6.7325
MILWAUKEE, WIS.	922	MILWAUKEE COUNTY TRANSIT SYSTEM	6.65
HOUSTON, TEXAS	715	RAPID TRANSIT LINES	5.88
NEW ORLEANS, LA.	773	NEW ORLEANS PUBLIC SERVICE, INC.	5.705
DALLAS, TEXAS	507	DALLAS TRANSIT SYSTEM	5.47



CITY	CLASS TITLE	POS.	MONTHLY SALARY STEPS	MONTHS TO MAX.	WORK WEEK	OFF. ON 2-WHEEL M-C DUTY	ADDITIONAL MONTHLY COMP.				
LONG BEACH	POLICE OFFICER II	456	1311	1384	1459	1539	1623	42	40	9	99
LOS ANGELES	POLICE OFFICER II	3107	-	1342	1420	1500	1582	36	40	322	183
	POLICE OFFICER III	1811	-	1420	1500	1582	1670	36	40	-	-
OAKLAND	POLICE OFFICER	530	1477	1533	1586	1641	1695	36	40	30	85
SAN DIEGO	POLICE OFFICER II	844	1179	1235	1296	1360	1426	36	40	25	63
SAN JOSE	POLICE OFFICER	544	1259	1322	1388	1457	1530	42	40	24	77
							<del>9526</del> 6=				<del>507</del> 5=
							\$1588 AVERAGE MAXIMUM BASIC WAGE PAID POLICE OFFICERS				\$101 AVERAGE ADDITIONAL RATE FOR 2-WHEEL M/C DUTY

101 AVERAGE ADDI-  
TIONAL RATE FOR  
2-WHEEL M/C DUTY

LONG BEACH	FIREFIGHTER	257	1311	1384	1459	1539	1623	42	56
LOS ANGELES	FIREFIGHTER II	1721	-	1341	1419	1499	1581	36	56
OAKLAND	FIREFIGHTER	570	-	1594	1442	1495	1540	36	52
SAN DIEGO	FIREFIGHTER	343	1164	1217	1277	1341	1404	36	56
SAN JOSE	FIREFIGHTER	204	1223	1285	1349	1415	1487	42	56
							$7655 \div 5 =$		
							<b>\$1527 AVERAGE MAXIMUM</b>		
							<b>BASIC WAGE PAID FIREFIGHTERS</b>		

7635 ÷ 5 = \$1527 AVERAGE MAXIMUM  
BASIC WAGE PAID FIREFIGHTERS

SAN FRANCISCO	1291	-	1329	1395	1465	1538	36	40	77	100
SAN FRANCISCO	1287	-	1329	1395	1465	1538	36	48.7	-	-
SAN FRANCISCO		-	1518	1533	1553	1568	36	-	-	172
EMPLOYED BEFORE JULY 1, 1976										



## **Maintenance & Standardized Testing**

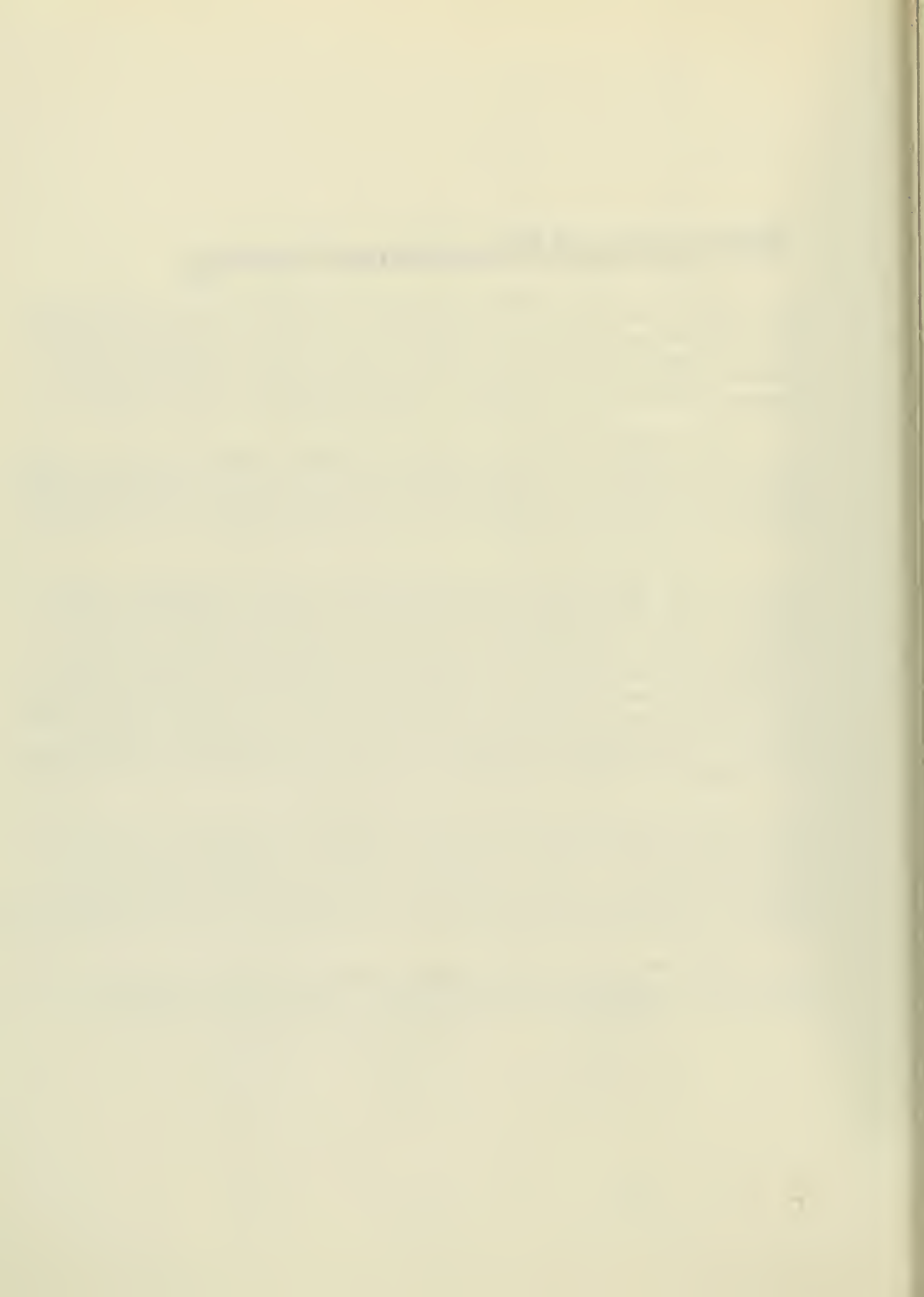
Eligible lists adopted during the year include many of the entrance craft classes such as Car and Auto Painter, Steamfitter, Electrical Transit Serviceman and Automotive Body & Fender Worker. Also adopted were lengthy lists for Parking Controlman, Traffic Control Officer, Librarian I and Watershed Keeper. Staff has also conducted an ongoing testing program for numerous Electronic Data Processing classifications.

Job analysis techniques and procedures have been revised and refined to conform to EEO standards and in response to the need for detailed documentation for litigation. A comprehensive training program for test validation and personnel selection techniques has been developed and will be fully implemented in the near future.

A class action lawsuit was filed after the 3410 Assistant Gardener examination was held in 1974 alleging that the lifting requirement was not job related and that it unfairly discriminated against women. The Fair Employment Practice Commission in 1972 judged that the lifting requirement was job related. This year after further consultation with departmental representatives the lifting requirement was revised and many women were able to meet the revised standards. In addition, prior to the examination taking place, the Personnel Department recruited and filled half of all vacant positions (40) with female candidates. There were 58 females on the eligible list out of 208 successful applicants. This 27% ratio was twice as large as the percentage of female gardeners in the Bay Area.

After the 2903 Eligibility Worker examination was held in 1975, an analysis showed that minorities had lower scores and a higher fail rate than did non-minorities. A class action suit was filed by the Equal Employment Opportunity Commission and by the office of Revenue Sharing. Another job analysis was conducted and an examination was developed to meet Equal Employment Opportunity Commission standards.

During the past year the Standardized Testing Unit has published 141 eligible lists consisting of 2905 eligibles. Several staff members have recently been reassigned to our Performance Evaluation Unit.



MAINTENANCE AND STANDARDIZED TESTING  
PROGRAM OUTPUTS FY 1977-78

No. of Examination Announcements issued: Promotive 121 Entrance 73  
No. of Applications received and screened: 9,814

<u>Testing Activities</u>	<u>No. of Examinations Administered</u>	<u>No. of Examination Participants</u>
Written Tests	42	1,771
Oral Interviews	131	3,213
Performance Tests	9	149
Physical Agility Tests	0	0
Background Investigations	0	0
Merit Seniority Ratings	82	933
Other Tests	0	0
Eligible lists -	141	
No. of eligibles	2,905	





# Security Examinations & Special Projects

The Special Projects Unit administers the examination program for security classifications, newly-created classifications, and special-problem classifications. This includes the uniformed classifications of the Police, Fire, and Sheriff's Departments, the Probation Officer and Juvenile Counselor series, and various other Departmental assignments as new classifications are created.

The Special Projects Team concentrates on programs which require large investments of staff time to develop and implement job analysis procedures and complex testing techniques. The Team often works with expert professional consultants in meeting specialized needs. The principal consultants utilized in 1977-78 include Frank Verducci, Ph.D. of the University of California, San Francisco; Leonard Beckum, Ph.D.; and Psychological Services, Inc.

This Team also administers the City and County response program in dealings with regulatory agencies such as the Equal Employment Opportunity Commission and the State Fair Employment Practices Commission.

Highlights of the Team's activities are reported below.

## Fire Department Examinations

H2 Firefighter: List E-25, established under the jurisdiction of the Federal Court (WACO v. Alioto, USDC, ND Calif No. C-70-1335WTS), expired on January 3, 1978. All 493 eligibles were reached for appointment, and 425 were certified (52 eligibles waived appointment and 16 failed to pass the medical/background investigation tests). A total of 100 minority and 325 non-minority appointments were made, increasing the minority composition of the Department to 10.7%, a significant increase from the less than 5% minority composition prior to the establishment of List E-25.

The examination for List E-26 was announced in 1976. 3,386 candidates participated in the Written test, 1,397 took the Physical Performance Test, and 771 names were enrolled on the Informational Roster published in June, 1978. The official list is to be posted in July, 1978 with some 800 eligibles available for appointment through July 1982. Over 30% of the eligible candidates are minorities, and they are distributed randomly throughout the list. The Federal Court had approved a Consent Decree in March, 1977 which recognized the validity of the testing procedures; and the Court subsequently approved the examination program leading to the establishment of list E-26.

Promotional examinations: Job analysis procedures for the H20 Lieutenant and H30 Captain examinations were begun in early 1978, and these tests are to be administered in the fall of 1978. An examination for H32 Captain, Bureau of Fire Prevention and Public Safety will be initiated following determination of Departmental needs.



## Police Department Examinations

Q2 Police Officer: Eligibles on the E-90 lists established under the terms of Federal Court Orders (OFJ v. CSC, USDC, ND Calif No. C-73-0657RFP) are being processed through the oral, medical and background investigations so that all successful candidates may be offered appointment prior to list expiration in July 1979. A new procedure was initiated wherein the oral, medical and background investigation sections of the test are administered to candidates as they reach appointment rather than prior to adopting the list. This assures up-to-date information on prospective appointees.

The examination program for the E-91 list(s) began in the Spring of 1978, and an examination announcement is scheduled to be issued in the fall of 1978.

Promotional examinations: The Q50 Sergeant and Q35 Assistant Inspector examinations have been held up by the OFJ v. CSC Court Case. Hearings are scheduled to begin in Federal Court in October, 1978, and the adoption of lists of eligibles in these classifications are expected following orders of the Court. Examinations for Q60 Lieutenant and Q80 Captain would be scheduled following the Court hearings and Orders.

### Probation Officer Series:

Following four years of litigation (some six separate suits have been filed and answered), the entry-level eligible list is set for adoption in July, 1978. The list will be used to fill some 30 immediate vacancies in the Adult Probation Department, with an additional 50 vacancies anticipated in both the Adult and Juvenile Probation Departments during the four-year life of the list. About 50% of the eligibles are minorities and about 50% are females. This more than meets the goals established in the Consent Decree entered into as a result of litigation. Of the six examinations in the Probation Officer series, only the Senior and Supervising Probation Officer, Juvenile Court remain in litigation, and final resolutions are expected in the forthcoming fiscal year.

### EEOC and FEPC Charges

Individuals who believe that they have been discriminated against in employment may file charges through the Fair Employment Practice Commission or through various federal agencies such as the Equal Employment Opportunity Commission. The rate of increase in the number of charges filed during the past fiscal year has leveled off and actually there may be a declining number of charges. This situation is not unique to San Francisco but rather is typical mostly from Civil Service Merit System Agencies.

The Division Manager of the Examination Division coordinates the City's responses to discrimination charges by assigning them to the proper department and individual or directing research and response efforts if the examination program itself is involved.

To date some 600 charges have been received and only 15 have been resolved in favor of the plaintiff. None of these 15 charges have been class-action matters, and most involve such matters as transfers between units of the same Department, seniority rights, and job assignments. Currently some 75 cases are active.



SECURITY EXAMINATIONS AND SPECIAL PROJECTS  
PROGRAM OUTPUTS FY 1977-78

No. of Examination announcements issued:	Promotive 19	Entrance 16
No. of Applications received and screened:	2,055	

<u>Testing Activities</u>	<u>No. of Examinations Administered</u>	<u>No. of Examination Participants</u>
Written Tests	5	276
Oral Interviews	22	863
Performance Tests	1	20
Physical Agility Tests	0	0
Background Investigations	0	0
Merit Seniority Ratings	12	173
Other Tests	0	0
Eligible lists - 22		
No. of eligibles - 721		



# EMPLOYMENT

The structure of the Civil Service Employment Office, 52-E, City Hall, is designed to perform the following personnel functions:

- I. Employment Information Service
- II. Examination Program: Entrance and First-Level Promotive Clerical Classes
- III. Civil Service Liaison With The Decentralized Personnel Unit Of The Department of Public Health.
- IV. Immediate Placement Service: Clerical And Public Health Classes
- V. Classification Program: Entrance and First-Level Promotive Clerical Classes

Under the direction of an Assistant Division Manager, the Employment Office is staffed by two Senior personnel Analysts (Generalist Team Leaders): four Assistant Personnel Analysts, and one Senior Clerk Typist who supervises four clerical staff.

## Employment Information Service

The Employment Office is a general information center for the public and City employees making inquiries concerning employment opportunities and related employment questions. The "counter" service provides for the receipt of applications and the answering of questions concerning the classes open for entrance or promotive examinations. The more complex employment questions involving Civil Service procedures and Rules are handled by the personnel analysts in the office.

<u>Program Outputs</u>		7/1/77- 6/30/78
1.	Counter Service for the public	62,800
* 2.	Employment Information Telephone Calls	55,970
3.	Examination Information Correspondence (includes the number of Courtesy Notification Cards processed and special recruitment mail-outs.)	22,125
* 4.	Counseling and Placement Service (includes persons interviewed by analysts concerning: eligibility for examinations, related Civil Service Rules and procedures, and availability for immediate clerical employment.)	9,100
* Statistics reflect a decrease during the month preceding and following the passage of Jarvis-Gann.		





Resource files on all City classifications and related employment reference materials are available for the public and for City employees' information. In this regard, the research phase of our Career Ladder project was completed the end of the fiscal year. This phase of the project involved the identification of approximately 685 promotive classes and researching the development of the educational and experience requirements for each of the classes. The final phase of this project, which includes the compilation into a reference manual, will be completed fiscal year '78-79.

Examination Program: Entrance and First-Level Promotive Clerical Classes

In addition to providing the type of Employment Service described above, the professional personnel staff is responsible for preparing and administering all entrance and first-level promotive clerical examinations. The entrance clerical classes are high-volume in terms of both permanent and temporary positions and, therefore, require examinations on a continuous basis. Staff works closely with all City departments in an effort to meet the needs of the service in a timely manner.

Program Outputs:

7/1/77-  
6/30/78

- |                                       |                           |
|---------------------------------------|---------------------------|
| 1. Applications received and screened | 5,898                     |
| 2. Eligibles on Lists                 | 1,478                     |
| 3. Eligible Lists                     | <sup>48</sup>             |
| 4. Examination Announcements Issued   | <u>Prom/Entr.</u><br>4 18 |
| 5. Testing Activities:                | 7/1/77 - 6/30/78          |

<u>Examination Type</u>	<u>No. of Examinations Administered</u>	<u>No. of Examination Participants</u>
a. Written	13	1,797
b. Oral Appraisal Interview	41	1,178
* c. Performance	27	290
d. Merit and Seniority Ratings	4	119
e. Other (high school grade-level equivalency tests.)	<u>13</u>	<u>78</u>
Totals	98	3,462

- \* Performance statistics do not include typing tests administered and processed by the S.F. Community College District.

In order to expedite the appointments of eligibles from lists, program planning for the next fiscal year provides for our office assuming the Certification responsibilities for all clerical classes. This program will become operative September 1978 for the promotive and entrance classes 1444 Clerk Stenographer and 1446 Senior Clerk Stenographer.

By the end of December 1978 our office plans to assume the Certification function for all of the clerical classes.



In addition, our 1978-79 program planning includes the scheduling of more frequent examinations (including Civil Service-administered typing and shorthand test) and the revision of relevant Certification procedures.

The primary goal in these areas of planning is the reduction of the time-lag between the receipt of a department's requisition and the certification of an eligible and the corresponding time-lag between the filing of an application and the offer of employment.

#### Civil Service Liaison with The Decentralized Personnel Unit of The Department of Public Health

There are approximately one hundred and fifty Public Health classifications assigned to the Decentralized Personnel Unit for the administering of examinations as they are needed to meet the needs of the department. The Assistant Division Manager in the Civil Service Employment Unit has supervisory responsibility for the liaison function with the Decentralized Personnel Unit of the Department of Public Health.

The Civil Service liaison responsibilities include the following: (1) Review and final disposition of all drafts of examination announcements prepared by the Decentralized Personnel Unit; (2) Dissemination of all Civil Service Policy statements, Directives and other relevant information to insure standardization and consistency in the procedures followed; (3) Review and final disposition of Public Health requests for authorization to make non-civil-service appointments pending the availability of eligibles from lists; (4) Preparing and administering examinations for those Public Health classes not assigned to the Decentralized Personnel Unit.

Program Outputs: The minimum number of Civil Service staff man-hours spent performing this public Health liaison function averages 10 man-hours per week.

#### Immediate Placement Service: Clerical and Public Health Classes

Pending the adoption of eligible lists, city-wide clerical vacancies are filled on a non-civil-service basis by qualified applicants in the examination process for the respective classification.

The statistics below reflect the number of non-civil-service employments authorized by our office; these statistics do not reflect the number of non-civil-service employees working through the entire fiscal year. The duration of the employments range from 1 day to the maximum 130 working days.

	Clerical & Public Health Classes No. Non-Civil- Service Employments
<u>Program Outputs</u>	<u>7/1/77-6/30/78</u>
All Depts. Except Public Health - Clerical Only	897
Dept. of Public Health - Clerical & All Other Classes Peculiar To Public Health	407
	<hr/> 1,304



Classification Program: Entrance and First-Level Promotive  
Clerical Classes

The classification work for entrance and first-level promotive clerical classes is performed by the same two Generalist Teams who are responsible for performing the other activities enumerated in this Employment Office section.

The classification duties include the reclassification of existing positions, classification of new positions, surveying positions (including City, private and other governmental jurisdictions), researching classification problems and making recommendations for resolution, preparing letters and final reports for the Civil Service Commission, initiating the preparation of Salary Ordinance Amendment legislation and making oral presentations to the Board of Supervisors. In addition, staff is responsible for the review of all permanent and temporary requisitions filed by all City departments for the categories of classes designated above.

Program Outputs

7/1/77-

6/30/78

1. Positions Classified	55
2. Positions Reclassified	14
3. Other Positions Surveyed (includes positions in other jurisdictions)	94
4. Personnel Requisitions Reviewed And Processed For Employment Purposes	2,472



# TRAINING

The Training Unit is presently engaged in City wide implementation of the Performance Evaluation System and its maintenance.

During the past year, the program was implemented in the departments listed below. All supervisors were trained and initial reports were written for all employees. Training Unit staff audited the reports and wrote critiques to all supervisors as a means of follow-up training. Maintenance has been established in most of these departments. This requires preparation of Report Data Cards for all employees, training and assisting the clerical staff designated by each department to maintain the system.

<u>DEPARTMENTS IMPLEMENTED</u>	<u>SUPERVISORS TRAINED</u>	<u>EMPLOYEES EVALUATED</u>
Commission on Aging	5	31
Health Services	6	29
Police Department - Civilian	183	684
Real Estate	13	51
Recreation & Parks - Parks Division	92	801
S.F. General Hospital - Admissions	9	82
S.F. Unified School District		
Classified Personnel in Schools	135	2,033
Instructional Support Staff	48	286
Management Services	21	170
Social Services	<u>246</u>	<u>1,558</u>
Total	758	5,725

Maintenance of the system has been completed in all but three of these departments. The School District plans to computerize maintenance and the program is being developed. Maintenance at S.F. General Hospital has been delayed pending assignment and training of personnel for this responsibility.

Additional Staff have been assigned to the Training Unit in an effort to complete implementation by July, 1979.

Procedures and Forms Manuals for all units in the Personnel Department were developed in 1976. A major revision of the Manuals, undertaken in March, 1978, is now complete. It entailed the consolidation of the two manuals, the addition of three new units (Training, Labor Relations and EEO), and the revision of many sections because of new and revised forms and the procedures for their use.

Orientation programs were conducted for twenty-six employees in the department.





# LABOR RELATIONS

The primary function of the Labor Relations Section is to perform functions mandated by the Employee Relations Ordinance of the City and County of San Francisco. These functions include conducting employee elections to determine the official employee representative, investigating charges of Unfair Labor Practices and processing all matters which require a hearing before an Administrative Law Judge. The Commission assumed these impartial or neutral labor relations responsibilities in August 1976. In the initial year of program operation, the major program goal was to establish rules and regulations for the program's operation and to conduct employee representative elections. During the past fiscal year, however, the employee election process has continued but major emphasis has shifted to handling Unfair Labor Practice Charges and other disputes requiring an Administrative Law Judge hearing.

## Employee Elections

The Labor Relations Section arranges for employee elections as required by the Ordinance. An employee organization wishing to represent a group of City employees initiates the process by petitioning the Labor Relations Section for an election to determine the official or recognized representative for employee bargaining units. After receipt of a valid petition, staff chairs a pre-election conference of all concerned parties to determine the date, time, place of election and voter eligibility. Subsequently, a representative from the Employee Relations Division and a representative from the petitioning employee organization sign a formal election agreement which is witnessed by commission staff. At the voting sites, the State Conciliation Service acts as the election agent by distributing ballots and tabulating the results after the polls close. A majority of those voting determines the results. After resolving any protest over the conduct of the election, the Labor Relations Section formally certifies the elected employee organization to represent the group of employees in their labor relations with the City and County. Such recognition entitles employee organizations to rights and responsibilities as specified in the Employee Relations Ordinance. Commission staff also conduct decertification or "recall" elections. This occurs when a group of employees or an employee organization petition for an election to be held to decertify or recall the current elected representative. During the past fiscal year, the Commission conducted seven recognition elections and two decertification elections covering approximately 2,000 employees.



### Unfair Labor Practice Charges

The Labor Relations Section also investigates Unfair Labor Practice Charges and attempts to reconcile the parties. Staff investigates the charges by reviewing reports, records and other documents and conducting interviews. When necessary, further information or specification is requested from either the charging or charged party. After thoroughly reviewing the charge, staff attempts to mediate or assist the parties in reconciling the dispute. If mediation is unsuccessful, the Labor Relations Section submits a written report of the findings to the General Manager, Personnel, recommending either dismissal of the charge, in whole or part, or referral to an Administrative Law Judge. If a hearing is required, staff conducts a meeting with the parties prior to the hearing in order to clarify the issues. Eleven Unfair Labor Practice Charges were investigated and resolved by staff in fiscal year 1977-78. An additional four charges were investigated but were referred to an Administrative Law Judge for hearing after mediation proved unsuccessful.

### Administrative Law Judge Hearings

Under the Ordinance, the Labor Relations Section is responsible for processing other matters which require resolution by an Administrative Law Judge. Such matters include disputes initiated by an employee or the employee's supervisor over the employee's unit designation and disputes over the interpretation or application of provisions of Memoranda of Understanding. Additionally, Administrative Law Judge hearings are required to examine complaints regarding abridgement of management or employee rights which are set forth in the Ordinance. Staff reviews these disputes, attempts to reconcile the parties and, if unsuccessful, refers the matter onto an Administrative Law Judge for final resolution. Prior to the hearing, staff chairs a meeting of the parties to clarify the issues and to make any other necessary arrangements. In the past fiscal year, staff reviewed and helped to mediate thirty-three disputes over unit designations.



# EEO UNIT

The EEO Unit, in its second year of operation, continued the development and administration of numerous voluntary and mandated fair employment related activities. These activities included workforce composition analysis, Affirmative Action Plan preparation, employment counseling and outreach recruitment, EEO compliance reviews of entry level examinations, various entry level and promotional training programs, governmental liaison activities, and technical assistance efforts to other city departments.

In March, 1977, the Civil Service Commission adopted a rule mandating the development of a "Supplemental Affirmative Action Plan for Equal Opportunity". In July, 1977, an advisory committee was appointed to assist staff in this effort. The committee was composed of community, labor, and public agency representatives, reflecting the balance of interests in the fair employment arena. The committee met weekly from July until October, 1977. Their work included the analysis of city employment procedures and the composition of the workforce of each city agency. By the close of 1977 the committee and EEO Unit had recommended a plan of some 300 pages of specific action items and analysis to the General Manager, Personnel. As a result of subsequent meetings between the advisory committee and the General Manager, the Affirmative Action Plan was placed before the Commission in March, 1978. The Commission referred the Plan to its Standing Committee, and sought input through a public review procedure. The final Plan is expected to be adopted by the Commission later this year.

The EEO Unit prepares and maintains various workforce composition summaries and analyses. The two primary reports generated include the annual workforce survey (EEO-4), and monthly appointment composition reports. In addition, these automated files can be used to generate such special reports as seniority impact evaluation, bilingual assessments, etc. The accompanying tables reflect the two primary workforce composition reports. In the city workforce composition summary, comparisons are presented for the years 1964, 1971, 1976, 1977, and 1978. According to this report, minority and female presence in the municipal workforce has increased dramatically over the past fourteen years. Since 1971 minority presence in the city workforce has increased from 32% to 48%. During the same period, female presence increased from 27% to 39%. The second report, summarizing new employments in fiscal year 1977-78, indicates that minorities comprised 47% of new hires, while women comprised about 37% of these new employments. These figures reflect continuous uniform trends over the past several years, and reflect the effectiveness of the fair employment efforts of personnel programs.

As a result of the 1977 adoption of the Commission's rule on Affirmative Action, the EEO Unit was charged with the processing of discrimination complaints. In this past year, six complaints were submitted. Of these, two were presented to the Commission for disposition. Two complaints were resolved without need of hearing. And, two were rejected for lack of jurisdiction. The Board of Supervisors has approved a Charter amendment for November, 1978, which would broaden and strengthen the Commission's jurisdiction in these matters. The amendment, if approved, could potentially reduce the number of complaints ultimately reaching the Fair Employment Practices and Equal Employment Opportunity Commissions, by allowing them to be resolved through local administrative remedies.



A major component of the EEO Unit's programs includes minority counseling, outreach recruitment, employment inquiry service, and special job search and placement efforts. The counseling program, serving nearly 2,000 persons this year, is available to minorities and women seeking entry and career employment. This service is enhanced by the availability of counselors who are fluent in Cantonese and Spanish as well as English. The recruitment program reaches approximately 175 employment related agencies through regular mailings of examination announcements, and by in-person contacts as appropriate. Additionally, Civil Service recruiters appear at college and university career days, job fairs, and other candidate contact events. Finally, several minority oriented media organizations carry Civil Service employment announcements in English as well as Spanish and Cantonese.

In conjunction with counseling programs, the EEO Unit responds to employment inquiries. Approximately 750 written inquiries are received annually. The majority of these concern law enforcement related employments. Each inquiry receives a personalized response or a form redirecting the inquiry to an appropriate agency.

As a result of Proposition 13, the EEO Unit was designated the program responsible for directing displaced city personnel to other immediate employment. This process involved contacting more than 100 local private employers to develop job leads, counseling and referring displaced personnel, and tracking the outcome of referrals. To date, more than 100 displaced employees have been referred for private employment, with a 10% initial placement rate. Private employers including Pacific Telephone and Wells Fargo Bank have participated by having their own employment representatives available in City Hall for immediate processing of job candidates. This activity will continue until layoff activity ends.

The EEO Unit has continued its compliance review function in regard to the format and content of entry level examination announcements. This process involves reviewing the job analysis, composition of current incumbents, and consideration of Affirmative Action programming prior to formal issuance of the announcement. Modifications which result from this review process generally include the elimination of non-job-related minimum qualifications, reducing or eliminating emphasis on written exams, and increasing use of performance and oral selection devices. Notable modifications include elimination of four year college degrees for entry level management positions by allowing for experience substitutes, greater use of performance tests for crafts employment, special consideration of CETA funded employees, and greater acceptability of non-traditional work experiences. Approximately 200 draft announcements were reviewed by the EEO Unit this year. This function also provides an improved coordination between selection and recruitment efforts, as EEO recruiters are consequently better informed regarding interpretations of candidate qualifications and probable exam content formats.

Five major training efforts are administered by the EEO Unit including the In-Service Promotional Program, Employee Tuition Reimbursement Program, Paid Educational Assignment Program, CETA/Civil Service Interface Training, and liaison to the Civil Service College of the San Francisco Community College District.





Since October, 1975, Civil Service has administered, in conjunction with the Mayor's Office of Employment and Training (MOET), the Interface Training Program. This program is directed to training in paraprofessional and/or professional categories evidencing under-utilization of various minority groups. The programs are developed and administered through a tripartite system. That is, Civil Service, MOET, and the user agencies each play key roles in the program operation. This shared responsibility approach results in more intensive, supervised training, increased positive participant transitions, greater user agency accountability, and more innovative programming. Each program attempts to address itself to the department's need to comply with federal guidelines in the area of Affirmative Action. Specifically, programs such as Police Communication Dispatcher, Transit Information Clerk, Ambulance Driver and Rodent Control Technician emphasize the need for bi-lingual services in City departments where public contact is a necessity. The Rehabilitation Counselor Program is an attempt to explore areas of training for persons who are physically handicapped but fully capable of providing necessary services. The Environmental Health Investigator and the District Attorney Investigator Programs have incorporated women into the heretofore all-male classifications. The Department of Water Pollution Control was serviced with the first black Water Quality Chemist through the Interface Training Program.

The In-Service Promotional, Tuition Reimbursement, and Educational Assignment programs are all aimed at encouraging and assisting career employees to prepare for promotional opportunities. The In-Service Promotional program offers permanent employees upward mobility to several classifications by way of completing a specific set of academic courses, with oral examination upon successful completion of the college program. Currently, this program's most popular offering is Eligibility Worker. However, other available programs include Accountant, Account Clerk, Payroll Clerk, Clerk, Clerk-Stenographer, and Clerk Typist. Tuition Reimbursement provides employees with fifty or one hundred percent tuition subsidy when the employee is enrolled in job-related academic programs. Although the appropriation for this program is quite small, more than fifty employees received subsidies for their continuing education in this past year. The Paid Educational Assignment Program allows employees up to 20 hours per week of paid educational leave when they are studying for promotional opportunities. Approximately fifteen employees, largely in the Library and Health Departments, received approval for this program in the past year.

The EEO Unit administers the disability transfer and additional employment programs. The disability transfer program allows permanent employees who develop job related disabilities to be transferred to classifications within their ability to perform, but at slightly lower salary rates. Eighteen (18) such transfers were completed this year. Employees who offer their service to other organizations in addition to their city employment, are required to obtain approval of the Civil Service Commission. Approximately two hundred additional employment requests were reviewed for conflict of interest and Charter compliance, with subsequent approval in most cases.



Finally, the EEO Unit provides fair employment technical assistance services to the various city departments, as well as functioning as liaison to several State and Federal regulatory agencies. In this year, the EEO Unit provided direct assistance to the Office of the Mayor, Human Rights Commission, Commission on the Status of Women, Public Utilities Commission, Unified School District, Police Department, Department of Social Services, Juvenile Court, and Sheriff's Department. The EEO Unit maintained liaison with the California Merit System Services, United States Departments of Justice, Treasury, Housing and Urban Development, Commerce, and Equal Employment Opportunity Commission.

In the next year the EEO Unit anticipates continuation of an aggressive Affirmative Action Program. The major new efforts will include recruitment and candidate preparation for the next entry level Police Officer examination, development of a comprehensive program for the handicapped, development of a more comprehensive discrimination complaint procedure, development of an improved bilingual employment and assessment system, and continued development of an EEO oriented data maintenance and analysis program.



# Appointments by Race/Ethnicity/Sex

July 1977 - June 1978

Race/Ethnicity	PERMANENT			TEMPORARY			TOTAL
	Male	Female	Sum	Male	Female	Sum	
White	878 35.9	447 18.3	1325 54.1	309 34.0	148 16.3	457 50.2	1782 53.1
Black	261 10.7	184 7.5	445 18.2	106 11.6	73 8.0	179 19.7	624 18.6
Hispanic	83 3.4	58 3.4	141 5.8	41 4.5	22 2.4	63 6.9	204 6.1
Asian	152 6.4	129 5.3	281 11.5	76 8.4	46 5.1	122 13.4	403 12.0
Filipino	107 4.4	112 4.6	219 8.9	31 3.4	35 3.8	66 7.3	285 8.5
American Indian	2 0.1	3 0.1	5 0.2	7 0.8	0 0	7 0.8	12 0.4
Other Non-White	22 0.9	10 0.4	32 1.3	12 1.3	4 0.4	16 1.8	48 1.4
TOTAL	1505 61.5	943 38.5	2448 100.0	582 64.0	328 36.0	910 100.0	3358 100.0



% COMPOSITION OF CITY WORKFORCE

(Race, Ethnicity, Sex)

	1964*	1971**	1976*	1977*	1978*
Caucasian	75.67%	67.86%	56.37%	53.6%	51.7%
Black	17.95	21.68	23.73	24.1	24.0
Hispanic	1.91	3.51	5.43	6.2	6.8
Asian	3.49	4.72	7.79	9.0	10.0
Filipino	.81	1.78	5.1	5.6	5.8
American Indian	0	.09	.26	.3	.3
Other Non-White	.27	.34	1.32	1.2	1.0
<u>TOTAL MALE</u>	N/A	72.51	62.94	62.0	60.7
<u>TOTAL FEMALE</u>	N/A	27.49	37.06	38.0	39.3

\* Data based on Civil Service Commission surveys.

\*\* Data based on Human Rights Commission surveys.





# Medical Services

Medical Services has continued to provide entrance and promotive preemployment and Class II (passenger vehicles, emergency vehicles and trucks ) drivers license examinations throughout the current year. It has also continued to provide special (consultative) examinations on departmental requests under the relevant provisions of Civil Service Commission Rule 22 pertaining to sick leaves and to employee health as it has related to job performance in individual cases. These examinations are conducted in depth and involve consultation with the employees health resources, often on a continuing basis. The product is occupational medical advice which is presented to the hiring department to enable it better to resolve problems of employee performance and public safety. In addition the Medical Examiner and staff provided advice on specific or general problems in this area.

There has been much national and state legislation in recent years bearing on the employment of significantly handicapped persons. For the second half of the current fiscal year the number of such persons has been forty seven.

Again this year the number of applicants necessarily rejected has declined. This reflects a long term trend indicative of improved general health of persons coming into the Civil Service job market. It is the policy of the unit to provide health enhancement counseling in all indicated cases.

## MEDICAL SERVICES PROGRAM OUTPUTS

Fiscal year 1977-78

Preemployment Examinations (Entrance and Promotion)	3,058
Class II Driver License Examinations	1,006
Special Examinations (Civil Service Commission Rule 22)	214
Total:	4,278
Rejection for employment, initial	11
By disease category: Musculo Skeletal	4
Cardiovascular	2
Neuropsychiatric	2
Other Internal Diseases	3
Conditional Corrected:	1
Net rejects	10



# TIMEROLL AUDIT SECTION

Auditing and Certification of all timerolls submitted by every City and County agency is required of the Civil Service Commission by Section 8.400 of the Charter. The Charter mandates Civil Service to verify that all persons whose names appear on payrolls have been legally appointed to or are employed in positions legally established under the Charter. The Controller is enjoined by the Charter from releasing payment when the Civil Service Commission disapproves a timeroll.

Civil Service Commission Timeroll Audit Section has the responsibility of carrying out this Charter requirement. In addition, this section must approve permanent and temporary requisitions, and maintains many of the personnel records of permanent employees.

There are approximately 32,000 permanent and temporary employees in the City and County service generating approximately 450 timerolls which must be manually audited every two weeks to insure that employees are promptly and properly compensated. In addition, the Timeroll Audit Section is responsible for the processing of supplementary timerolls, payroll corrections and in-lieu payment requests. The flow of timerolls overlaps biweekly pay periods which reduces the time for vital record-keeping.

## Positive Time -Keeping

"Anticipated" timerolls are submitted before the end of the pay period and the last portion of the timeroll has to be predicted. Any errors of attendance during this period have to be corrected in the following timeroll. This procedure increases the chance of error as corrections are entered. It would be a more efficient process if all timerolls were on a "positive" basis to reduce corrections. Positive timerolls would be turned in after the close of the pay period with less chance of error and significantly reducing the number of corrections which must be posted. The Civil Service Commission Personnel Department recently converted its timeroll from an anticipated basis to positive posting and a major goal for the future is to eliminate anticipation of timerolls on a City-wide basis.

## Data Processing

Computerized auditing of timerolls and the maintaining of sick leave and vacation accounts of employees is forth-coming and the staff of the Timeroll Audit Division is making a concerned effort to update their records and keep them current for the transition from manual to computerized record-keeping.



Starting July 5, 1978 a computerized payroll program was initiated at the Recreation and Parks Department using a modified MSA Payroll system. This method of payroll accounting requires a precise procedure for reporting employees time. It requires a retraining program for the personnel payroll clerks. Other departments will be incorporated into the system as experience is gained. Phase two of this concept is to incorporate the personnel portion of the MSA program with the payroll package and maintain an employee's personnel record in an "on line" computer. This will require major changes in Civil Service procedure to utilize the program efficiently.

TIMEROLL AUDIT	
PROGRAM OUTPUTS	
FISCAL YEAR 1977-78	
Employees on Timerolls	32,953
Timerolls Audited	25,532
Requisitions	26,477
Personnel Transactions Recorded	23,000
(i.e. appointments, separations, reassignments, in lieu payments, leaves, suspensions)	



# CERTIFICATION SECTION

The Certification Unit maintains and canvasses Civil Service registers of eligibles (eligible lists). When a personnel requisition is received in the Certification Office, the eligible list for the class requested is canvassed and the name or names of the highest eligible 3 are sent or "certified" to the appointing officer for consideration to fill the vacancy. When an eligible is appointed, the Certification Office sets the proper rate of pay and validates the appointment. Appointments for medical examinations of appointees are coordinated in this office.

In addition to the certification of eligibles, the office maintains an alphabetical listing of all permanent employees and updates this whenever there is a change in an employee's classification or whenever an employee is separated from the service.

After forty years of the Rule of One (the highest ranking eligible on a Civil Service list is sent to fill a vacant position), in November, 1976, the electorate passed, over Commission opposition, Proposition "E" which amended Charter Section 8.329 to provide that when a personnel requisition is received in the Civil Service Commission offices, the names of the three persons standing highest on the eligible list are to be certified to the appointing officer for consideration. The provisions apply to all eligible lists adopted after December 6, 1976. Lists adopted prior to December 6, 1976, continue under the Rule of One until they expire.

Upon passage of the Charter amendment, the staff of the Civil Service Commission studied the City's certification procedures as well as the certification practices in several neighboring jurisdictions. As a result, the staff recommended necessary modification of existing Civil Service Rules which were adopted by the Civil Service Commission, and totally revised the certification procedures for the Rule of Three and Rule of One certifications.

The new rules and procedures allow eligibles, for the time being, unlimited waivers of appointment on most lists and give department heads more authority in making appointments.

CERTIFICATION	
PROGRAM OUTPUTS	
FISCAL YEAR 1977-78	
Eligibles Certified	15,599
Appointments Validated	3,923
Separations Recorded	3,153
Number of Eligibles on New Lists	5,104
Number of Eligibles on All Lists	30,000





# Committee & Special Project Reports

## Charter Review

It is the continuing goal of the Civil Service Commission to seek changes to modernize the Merit System while at the same time meeting the responsibilities set forth in the San Francisco Charter for the Civil Service Commission as the employment and personnel department of the City and County.

An amendment will be on the ballot in November 1978 providing for the following amendments to various Charter Sections:

Use of apprenticeship rosters; allowing examination procedures to continue while any relevant objections are reviewed; allowing qualified eligibles to receive appointments while protests that would have no effect on such appointments are being processed; providing for probationary periods of varying length within prescribed limits;

Clarifying language as to due process hearings for employees;

Updating and correcting language on military leaves of absence;

Providing for due process appeal rights on any allegations of discrimination;

Including a policy statement as to equal employment opportunities in Civil Service Commission operations;

Providing that promotive and entrance candidates who compete in the same examination will be ranked on one eligible list in order of examination standing.

## Rules Review

A permanent committee of Civil Service Commission staff members was formed in the spring of 1977 to proceed on an on-going basis with the updating and maintenance of the Civil Service Commission Rules. This Committee meets on a weekly basis and is in the process of reviewing the limited tenure appointment, Personnel Service Records, and Resignation Rules. Also under review is the rule governing the method by which hearing officers are selected and the grievance procedure. An index of all changes in the Rules since their adoption on July 1, 1972, has been prepared and distributed as of June 30, 1977 and another as of June 30 1978. It is anticipated that a subject index will be developed and distributed during Fiscal Year 1977-78, a subject index to the Civil Service Commission Rules was developed and distributed.



A central file has been developed in which copies of all pages of the Rules are available. Individuals interested in a portion or a page of a Rule, an entire rule, or a complete set of Rules can pull one page or assemble a set.

Procedures have been developed for notification of Rule amendments by the use of "Rule Change Numbers" on memoranda which are posted on an "Amendment Control Sheet" in each copy of the Rules. Each time a change is made in the Rules the pertinent page will be reissued with the amendment date and the Rule Change Number listed after the amended section. In addition, in the future, pages of the Rules will be dated with an issue date.

The Rules Review Committee also monitored a one-year CETA--funded project to cross-reference the Civil Service Commission Rules with the City and County Charter, various ordinances, selected City Attorney opinions and relevant State and Federal laws. This project has been completed and the resultant "Personnel Regulations Reference Guide" of 38 pages has been distributed to personnel officials throughout City Service. This document provides a current ready reference manual to quickly and accurately locate personnel information from many pertinent sources.

### Personnel Council

The Personnel Council was established in 1972 to serve as a forum for information exchange among departmental personnel officers and administrators.

Until 1976 the Chairperson and Secretary were appointed from the Civil Service Commission staff by the General Manager, Personnel. In Fiscal Year 1976-77, however, a Coordinator and Assistant Coordinator were elected from operating departments by the membership of the Council. The coordinator established standing committees which provide regular reports on salary and classification; recruitment and examinations; labor and employee relations, legal issues; fiscal matters; and interdepartmental matters. In addition, an Executive Committee assists the Coordinator in directing the Council and planning agendas.

The Personnel Council meets every first and third Wednesday of each month to discuss matters pertaining to personnel administration. The meetings usually consist of reports from the members concerning problems and questions arising from the implementation of rules, ordinances, City Attorney's opinions and court cases.

In addition, guest speakers are invited to discuss topics pertaining to specific personnel issues. During the year the Council was addressed by various speakers concerning subjects such as salary setting under Charter Section 8.407, employee performance evaluation, employee relations, the Employee Referral Program, certification procedures developed under the Rule of Three, lay-off policies and procedures and the effects of the Jarvis-Gann amendment on personnel operations.



### EDP Committee

The Civil Service Commission receives various electronic data processing (EDP) services through Controllers EDP. In order to coordinate service planning, requests, and delivery, Civil Service maintains a committee with representation from each division of the Personnel Department.

EDP currently provides a number of specific programs which include wage and salary reports, annual salary and salary standardization ordinances, reports on the number and status of municipal employees, race/sex workforce composition reports, seniority rosters and seniority impact evaluation reports, maintenance of examination and eligible list status files, and sick leave and vacation accounting files. These reports and files are utilized both to service mandated programs and to provide sufficient management information to allow for informed decision making.

In addition to the ongoing EDP programs, Civil Service and Controller's staff have been involved in the design and long range implementation of a comprehensive, continuously maintained personnel and payroll management reporting system. Although, as noted above, many single purpose programs are in operation, no overall integrated program is currently available. Completion of this program, anticipated in the next three to five years, will bring Civil Service record keeping, data retrieval, and data analysis capabilities to a contemporary level.

### Staff Training Program

In February, 1978 in order to comply with Equal Employment Opportunity requirements, improve the agency selection system and increase staff capabilities, the Civil Service Personnel Department retained Psychological Services, Inc., to direct a one-year project consisting of an assessment of current selection procedures and personnel needs, to be followed by the implementation of a training program and an evaluation of the entire program in terms of its impact on the selection process and staff effectiveness.

The months of February through April were spent in needs assessment reviewing present Civil Service policies, procedures and practices in recruitment, examination and certification areas. In May, Psychological Services Inc. drafted a tentative training program covering subjects such as job analysis; recruitment; writing the exam announcement; developing written, oral and performance tests; test validation; and record keeping.

In May, Psychological Services, Inc., conducted an initial all-day seminar on "Legal Issues in Personnel Selection" for approximately 105 Civil Service and Departmental Personnel Staff. The remainder of the training program will begin in September, 1978.



## Forms Management Committee

In November 1977 the General Manager John J. Walsh established a Forms Management Committee comprised of the following members:

Donald J. Pistolesi - Chairman - Examinations

Roberta McDonough - Secretary - Training

Yvette Stuart - Decentralized Public Health Unit

Al Walker - Administration Unit

Paul Wong - Reproduction

Mary Smith - Employment Information Office

Diane Luhman - Examinations

A field project conducted as part of the Operations Analyst Training Program (in May 1977) demonstrated the following problem areas:

1. Lack of clearly defined responsibility for form management.
2. Ineffective controls over forms creation and reproduction.
3. Lack of comprehensive forms index.
4. Some lack of functional titles, identification numbers and creation dates.
5. Some obsolete (Charter and Rule changes) or redundant forms.
6. Need for clarification on the use of some forms.

The findings of this project substantiated the need for forms management and led to the establishment of a permanent Committee charged with the following responsibilities:

- a. Setting policy for management of forms used by all units of Civil Service.
- b. Establishing procedures for review, consolidation, modification of existing forms and approval of new forms.
- c. Defining a system of indexing forms by title, number and date of publication.





Good forms management policy requires that all forms have a functional title, form number, date and procedure for use. It was therefore decided that while a comprehensive review of all forms was in progress the Committee would have to effect control over the reproduction of forms. Titles and numbers have been assigned to all existing forms and will appear on the next printing.

The forms management committee is working closely with the Training Unit in the major revision of the Procedures Manual which will be completed by the end of the summer. The Procedures Manual has a Forms Index numbering every form, as well as a defined procedure for the use of each form.

Two significant actions of the forms management committee were the development of new post card notifications and the revision of the employment application. Instead of sending typed form letters, a number of post card notifications were developed which are addressed by the candidate and marked by the analyst. This saves a significant amount of clerical time because now the analyst simply marks the appropriate box and returns it to the candidate. Savings are effected by the elimination of envelopes and reduced postage.

Significant changes were made in the employment application. In the past there was a separate application for entrance candidates (last major revision 1972) and for promotive candidates (last major revision 1966). The new employment application can be used for either, therefore effecting a saving of supplies and manhours. In addition the new employment application eliminates obsolete language and brings the application into conformity with all equal employment/affirmative action guidelines, rules and regulations. It is felt that the new format of the application will better represent the City and County to prospective candidates for employment.

To date 59 forms have been developed, consolidated or revised by the forms management committee; 34 forms have been eliminated for a variety of reasons.

Although many forms have already been reviewed and either revised, updated, modified, consolidated or eliminated, the work of the forms management committee must be ongoing to insure adequate paper work controls resulting in more effective use of both materials and manpower.

### Position Control

During Fiscal Year 1976-77 the Civil Service Commission staff began installation of a much-needed Position Control System for the over 22,000 positions permanently enumerated in the Annual Salary Ordinance. Previously, permanent positions were identified solely by the name of the current or previous incumbent. This system does not provide an adequate tool for generating management information and sometimes leads to confusion in determining staffing levels. The new Position Control System identifies each permanent position by a unique number which incorporates the Salary Ordinance Section Number, the Class Number and the Position Number of the total number of positions in the section. The new system will facilitate recognition of vacancies and more accurately control staffing levels.



After several months of planning and study of systems in other jurisdictions, in May, 1977, all departments were requested to submit position history cards so that position control and position history records could be set up in the Civil Service Commission offices.

At the close of fiscal Year 1977-78, the Position Control System was installed for all except one City departments. It is anticipated that installation will be completed during Fiscal Year 1978-79. Departments which have been installed are now submitting personnel requisitions funded out of permanent salaries accounts that include the position number.

#### Central Personnel File

Currently, there is no central personnel file for City and County employees. Lack of this has created an inefficient and cumbersome record-keeping system. Retrieval of each record relating to a particular employee is a time-consuming process. Because of the dispersed method of filing currently in existence, there is a greater likelihood of separate records being misfiled.

The Civil Service Commission is considering one of two methods of maintaining personnel files of all appointees as required by Section 3.661(b) of the Charter. The first method, common to most other jurisdictions, would be to have a central personnel unit where departments and various units of the Civil Service Commission would forward a copy of all pertinent documents pertaining to individual employees to be retained in the file for each employee. This file would always be under the control of the Civil Service Commission. The second method, utilized by the military, would be to furnish a personnel jacket for individual employees to be retained at the department assigned. The department would maintain the employee's personnel file. This jacket would be forwarded as the employee moves from department to department and returned to the Civil Service Commission when the employee separates from the service. In Fiscal Year 1978-79 the Civil Service Commission hopes to finalize plans for the institution of a Central Personnel File and will request funding for this undertaking in the fiscal Year 1979-80. Budget Request.



# GOALS

- \* INCREASED EMPHASIS ON AFFIRMATIVE ACTION FOR EQUAL EMPLOYMENT OPPORTUNITITES.
- \* ESTABLISHMENT OF AN EXAMINATION VALIDATION UNIT.
- \* A MAJOR CITY-WIDE CLASSIFICATION SURVEY.
- \* DEVELOPMENT OF A PERSONNEL MANAGEMENT INFORMATION SYSTEM THROUGH INCREASED APPLICATION OF ELECTRONIC DATA PROCESSING.
- \* APPLICATION OF THE PERFORMANCE EVALUATION SYSTEM TO PROVIDE SALARY INCREASES FOR MERITORIOUS PERFORMANCE AND UTILIZATION IN THE EXAMINATION PROCESS.
- \* DEVELOP AND IMPLEMENT A MANAGEMENT DEVELOPMENT AND EVALUATION PROGRAM.
- \* DEVELOPMENT OF AN EXECUTIVE COMPENSATION PAY PLAN.
- \* CONVERSION OF TIMEROLL AUDIT AND CERTIFICATION FUNCTIONS TO ELECTRONIC DATA PROCESSING.
- \* DEVELOPMENT OF A CENTRALIZED PERSONNEL FILE SYSTEM.
- \* COMPLETION OF A MAJOR CLASSIFICATION SURVEY OF THE OUTPATIENT CENTERS OF THE S.F. GENERAL HOSPITAL.



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# Annual Report



DARRELL J. SALOMON  
ROLLAND C. LOWE, M.D.  
CARLOTA TEXIDOR del PORTILLO  
ALLEN HAILE, PH.D.  
GENEVIEVE POWELL

President  
Vice President  
Commissioner  
Commissioner  
Commissioner

JOHN J. WALSH

General Manager, Personnel





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September 14, 1979

The Honorable  
Mayor Diane Feinstein  
200 City Hall  
San Francisco, CA 94102

Dear Mayor Feinstein:


I am pleased to submit the Annual Report of the Civil Service Commission and its staff for the fiscal year concluding June 30, 1978.

The report reflects progress by this agency in meeting both long-standing problems and new challenges with solutions that are in the best interests of the citizens and employees of the City and County of San Francisco.

Civil Service is on the cutting edge of all that functions, and sometimes does not function, in City government. We join in common effort with you and the members of The Board of Supervisors in effecting improvements consistent with the goals of the merit system.

Respectfully submitted,

CIVIL SERVICE COMMISSION

  
Darrell J. Salomon  
President



# THE CIVIL SERVICE COMMISSION

## Membership

The Civil Service Commission is composed of five members (at least one of whom must be a woman) appointed by the Mayor and serving six-year terms of office. Those currently serving on the Civil Service Commission are Darrell J. Salomon, President; Rolland C. Lowe, M.D. Vice President; and Commissioners Carlota Texidor del Portillo, Allen Haile, Ph.D., and Genevieve Powell.

## Responsibilities

The Civil Service Commission is mandated by Charter to be the employment and personnel department of the City and County that qualifies individuals for appointments to the public service on the basis of merit and fitness as shown by appropriate tests. The Commission classifies and reclassifies all places of employment in City departments, including those exempted by Charter. The Civil Service Commission is authorized to adopt rules which have the force and effect of law to regulate all merit system personnel activities in the City & County. The Commission also has broad powers in resolving complaints of discriminations and can set aside other Charter provisions in determining such matters.

## Meetings & Hearings

During fiscal year 1978-79, the Civil Service Commission met 30 times.

The Commission conducted 24 regular and 6 special meetings in order to review separations from service, classification, salary and wage, in-service, miscellaneous and examination matters. The Commission considered 159 classification and pay items which resulted in the establishment of 684 new positions. 46 class were either established consolidated or abolished. 76 Salary Ordinance amendments were submitted as a result of Commission action. Among the pay matters considered by the Commission were the surveys of Police, Fire and Municipal Railway rates of pay. 216 items of in-service activities were reviewed and 36 miscellaneous items. In addition, the Commission considered 70 recruitment and examination appeals. The Commission also ruled on 56 requests for reconsideration of its action.

The Commission reviewed the following separations from service: 93 resignations; 73 terminations of limited tenure appointments, primarily CETA participants; 60 terminations of entrance probationary appointments; 13 termination of promotive appointments; and 28 terminations of temporary Civil Service appointments.

12 appeals from dismissal of permanent appointment were reviewed prior to the passage of proposition B at the November, 1978 election which deleted the appeal from dismissal. In addition, prior to the passage of proposition B, 19 dismissals not appealed were administratively processed. Subsequent to proposition B, the Commission reviewed 28 dismissals in order to determine future employability. During this fiscal year, the Commission considered 34 appeals of automatic resignations and 136 automatic resignations were administratively processed.





# Administration

## Budget

The following summarizes expenditures of the Civil Service Commission during the fiscal year ending June 30, 1979.

## Appropriations

Regular appropriation	2,262,595
Programmatic Expenditure Projects	172,127
Inter-Departmental Work Orders	<u>4,000</u>
 TOTAL	 2,438,722

## Expenditures

Permanent Salaries	1,267,804
Temporary Salaries	53,946
Mandatory Fringe Benefits	336,442
In Lieu Sick Leave	12,842
Professional and Special Services	23,454
Local Field Expense	3,657
Office Equipment Maintenance	2,851
Telephone	20,198
Postage	13,032
Copy Machine	4,583
Subscriptions	364
Office Machine Rentals	939
Advertising	757
Office Supplies	13,540
Medical Supplies	1,598
Fuels and Lubricants	246
Judgements and Claims	116,999
Office Equipment	469
Auto Maintenance	313
EDP Expense	305,457
Services to Other Departments	4,000
Salary Survey Project	22,634
Police and Fire Examination Project	<u>107,327</u>
 TOTAL	 2,313,452



## Employees

The Civil Service Commission Department is allocated 97 permanent positions enumerated as follows:

<u>Class Number</u>	<u>Title</u>	<u>Number</u>
0120	Commissioners	5
1202	Personnel Clerk	4
1212	Timeroll Audit Clerk	7
1214	Senior Timeroll Audit Clerk	1
1216	Principal Timeroll Audit Clerk	1
1217	Senior Certification Clerk	1
1231	Associate Affirmative Action Coordinator	1
1232	Training Officer	3
1234	Director of Training	1
1235	Affirmative Action Coordinator	1
1240	Assistant Personnel Analyst	11
1242	Personnel Analyst	8
1244	Senior Personnel Analyst	9
1246	Principal Personnel Analyst	8
1248	Assistant Division Manager, Personnel	5
1278	Division Manager, Personnel	2
1284	Assistant Secretary, Civil Service Commission	1
1288	Assistant General Manager, Personnel	1
1292	General Manager, Personnel	1
1402	Junior Clerk	1
1404	Clerk	1
1424	Clerk Typist	8
1426	Senior Clerk Typist	6
1444	Clerk Stenographer	2
1446	Senior Clerk Stenographer	4
1528	Administrative Secretary	1
1760	Offset Machine Operator	1
1764	Mail and Reproduction Service Supervisor	1
2430	Medical Examination Assistant	2



## In - Service Activities

The In-Service Activities Office provides information and interpretation to City departments, employees and the general public on Civil Service rules and regulations, the Salary Standardization Ordinance, the City Charter, and other personnel-related ordinances or documents. Additionally, the In-Service Activities Office reviews and approves or recommends to the Civil Service Commission on a wide variety of personnel matters, including rates of pay and salary adjustments, approval of assault pay for employees injured on the job, employee grievances, leaves of absence, designation of positions which require bilingual skills, and other specialized issues which clearly do not fall within the jurisdiction of other Civil Service offices.

Following the passage of Proposition 13, the In-Service Activities Office undertook a new responsibility of administering lay-offs of employees affected by reduction of funds or services. Departmental lay-offs were reviewed to insure that employees were laid off according to seniority. Where-ever possible, employees were returned to City employment in the same or similar job classifications. During 1978-79, 712 employees were laid off, 279 of which were rehired and an additional 145 of which were placed on holdover lists for future re-hire.

## Staff Training Program

The project initiated in February, 1978, under the direction of Psychological Services, Inc. to assess current examination selection procedures and personnel needs, followed by the implementation of a training program and an evaluation of the program in terms of its impact on staff effectiveness, continued into Fiscal Year 1978-79.

During the months of September through April, seven training seminars were held covering the topics of Job Analysis; Developing An Examination Plan; Written Objective Tests; Oral Interviews; Performance Tests; Training and Experience Evaluations and Establishing Minimum Qualifications; and a final wrap-up session. A system of Job Analysis called Integrated Job Analysis was developed to meet the needs of our agency. Each step of the examination process was linked into the job analysis system, resulting in a standardized selection system and format with detailed forms to promote better and more job-related examinations.

For each topic, three half-day sessions were conducted with small groups (15 to 30 individuals). The sessions consisted of a presentation of the topic followed by a consultation session involving considerable trainee participation. Each participant from the Examination Section was assigned a job classification to work on for the project. Over the course of the training project, participants conducted a job analysis, developed an examination plan and developed actual tests for their assigned job classifications according to the procedures outlined in the training.



As each procedural session was completed, a corresponding chapter of a written manual was prepared. This manual, over 300 pages in length, contains theoretical background, step-by-step procedural instructions; detailed forms; and an extensive glossary of personnel-related terms. It will be used by current and new analysts and supervisory staff to maintain the examination system introduced in the training program.

In June, Psychological Services, Inc. presented us with an evaluation of the training program. From ratings on a self-assessment questionnaire, it appears that the participants' levels of knowledge increased substantially from the beginning to the end of the training program.

With the completion of the training program, Civil Service staff is reviewing all the materials presented to integrate the training with current selection processes and procedures. During the following year, it is expected that the standardized system, formats and forms presented in the training sessions will be used extensively in examination activities, resulting in better and more job-related examinations.





### Mail and Reproduction Services

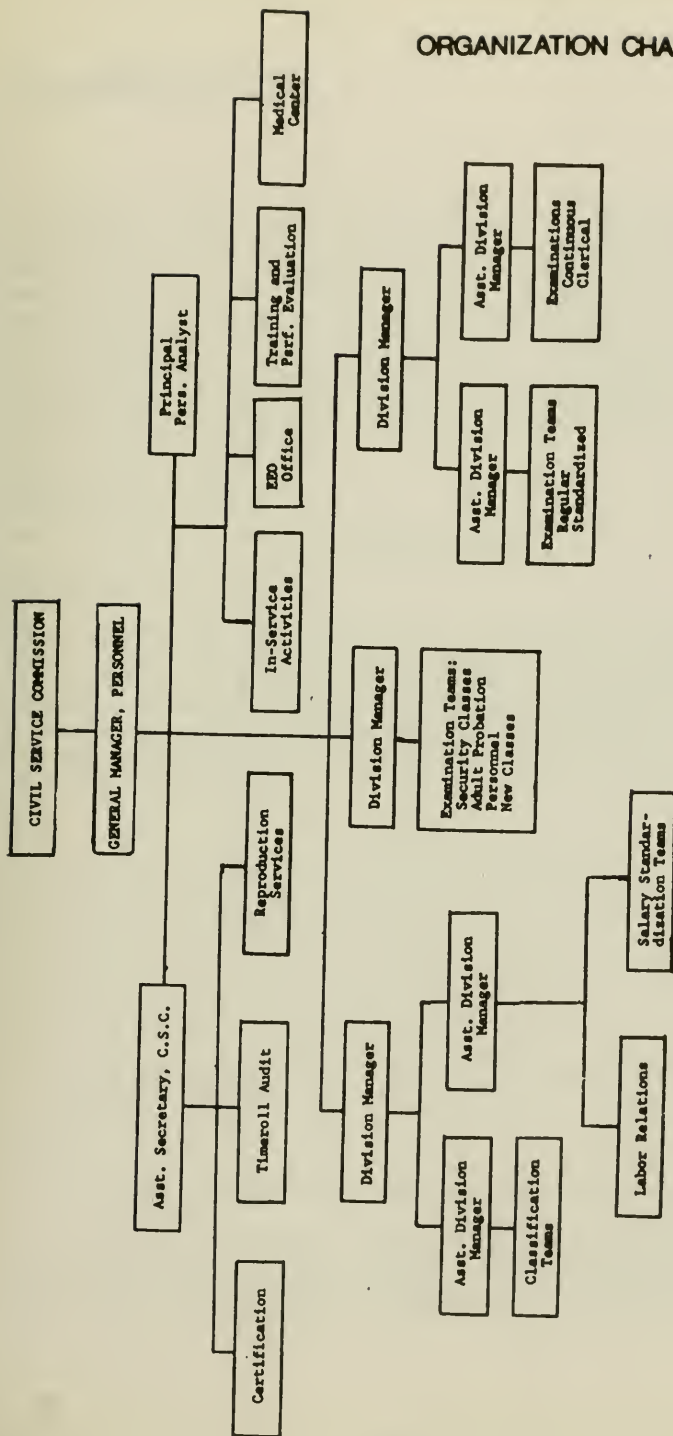
The Mail and Reproduction Unit is an in-plant printing and distribution center for the Civil Service Commission. The functions of this Unit are as follows:

1. Prints forms, examinations, reports, training materials and employment information, etc.
2. Disseminates official Civil Service Commission policy documents, business materials, and employment information to City departments, employees, employee organizations, public, and governmental agencies.
3. Picks up inter-department business materials, sorts and delivers to the proper destinations. These destinations includes: Civil Service Commission Units, Civil Service Commission Commissioners, and City departments. The Civil Service Commission Units are located in three different buildings in the City Hall area. The Civil Service Commissioners are located in various parts of the city.
4. Processes and distributes incoming mail.
5. Picks up, sorts and stamps outgoing mail.

MAIL DISTRIBUTION by Mail and Reproduction Unit for 1978-79 Fiscal Year		
		<u>No. of Pieces</u>
<u>INCOMING U.S. MAIL</u>		25,902
<u>OUTGOING U.S. MAIL</u>		89,697
<u>POSTAGE</u>	\$15,281.42	-
<u>DEPARTMENTAL MAIL (OUTGOING)</u>		
To CSC Units and City Departments		117,534



# ORGANIZATION CHART





# CLASSIFICATION

The basic tool of personnel management, position classification, is a systematic means of identifying and describing different kinds of work in terms of primary tasks, duties and responsibilities, and the knowledge, skills and abilities required for their performance. After jobs, or positions, are grouped into classes on the basis of similarity in these respects, specifications delineating the basic characteristics of a class are prepared. In most instances classes are grouped into series providing career opportunities in City employment. This process assures like treatment to similar positions in recruitment, examination, pay, training and promotion. Position classification is the fundamental element in implementing the merit principle of equal pay for equal work.

## Work Program Detail

### Name of Program or Function Classification

#### Program Description:

This is the central unit responsible for planning, coordinating and conducting the majority of the classification studies of 1,640 classes consisting of 21,000 permanent & 7,000 temporary positions: classification of new positions, reclassification of existing positions, recommendations on the staffing of organization units, classification problems resolution by research & survey, position audits, preparation of reports, letters, memoranda and Salary Ordinance Amendment legislation.

<u>Unit</u>	<u>1978-79 Fiscal Year</u>
A. Classes established, consolidated & abolished	46
B. Position classified/reallocated	684 (1)*
C. Classification reports calendared/calendar	125 (2)*
D. Salary Ordinance Amendments prepared	76
E. Tenure of Requisitions or Special Project Classification requests acted upon	411 (3)*

#### \*NOTES:

1) This figure includes: 632 new positions and 52 reclassification actions.

2) This figure reflects the following detailed classification actions: 9 personal services contracts, 3 special reports, 28 specification amendments, 52 reclassification actions, 339 new positions classified, 19 classes abolished, and 231 Staff Aide/Assistant, Special Project positions approved.



3) This figure includes: 180 tenure of requisitions and 231 Staff Aide/Assistant Special Project positions approved.

The Classification Plan consists of all classes established, and it is amended to reflect changes in departmental organization or in duties assigned to positions. During the past year the Classification Section conducted the following major studies in its work to insure that the Plan is an accurate reflection of the current organization.

#### Major Classification Studies:

1. A City-wide survey of positions related to electronic data processing was conducted. This comprehensive classification study was necessitated by changes in computer technology and duty assignments of classes in the City's data processing installations. New classes were established, obsolete classes abolished, and class specifications amended in order to more effectively utilize personnel and equipment.

2. The Classification Division staff has completed major classification studies to meet the expanding personnel needs of the San Francisco International Airport and the Municipal Railway. A total of 121 positions were classified to staff the Airport's new North Terminal and Central Heating & Cooling Plant. These positions involve a variety of functions concerned with airport safety, security, building maintenance, communications and the operation of plant machinery and equipment. In order to staff the new Muni Metro System, the staff has classified III positions to provide transit patron services, track, wayside and station maintenance and specialized engineering skills.

3. The first phase of the Department of Public Health's plan to reorganize their top administrative structure has been completed with the establishment of three new high level Deputy Director positions and two new Program Chief positions. The reorganization was designed to strengthen the department's administrative structure and to maximize the efficiency of its operation by reducing the number of positions which now report directly to the Director of Health from 17 to 5. Included in the reorganization will be the consolidation of services provided by Community Public Health and Community Mental Health under the control of one newly created classification.

4. After a thorough study, the staff recommended a senior level classification for 138 eligibility workers assigned to the Aid to Families with Dependent Children Program (AFDC) in the Department of Social Services. This classification level provides the complex AFDC Program with experienced workers possessing a sufficient program knowledge base to maintain the Federally mandated 4% error rate for AFDC eligibility determinations.





5. A major reorganization of the Water Department's Commercial Division was completed. This project is intended to effect an overall cost savings and to increase efficiency and accountability within the Division. Two new classifications were established, 4 new positions classified, 17 existing positions deleted, 7 positions reclassified, 10 classifications abolished, and one class specification amended.

6. A Court Alternative series of classes was established to provide for the staffing of the Courts' specialized pre-trial diversion and post conviction programs. These programs develop opportunities for offenders to serve in rehabilitation and community service assignments as an alternative to less effective court sentences.

7. The staff has been working with the Police Department on a Civilianization Program to convert 112 Police Officer positions, performing administrative and management functions, to 110 new civilian positions. Approximately half of the positions have been converted to-date. This program was interrupted due to a lack of funding created by the Officers for Justice Court settlement.

8. A survey of positions in classes 3416 Gardener and 3410 Assistant Gardener was conducted. A total of 226 Gardener positions and 148 Assistant Gardener positions in 10 City departments were reviewed to determine the duties and responsibilities assigned to each class.

9. As part of a reorganization of top level positions in the Department of Public Works, three new one position classifications were established. This reorganization was effected to increase management control over the various bureaus and sections within the department.

10. The staff has completed a draft report on the survey of the Division of Outpatient and Community Services at San Francisco General Hospital Medical Center. The request for the classification study was brought about by a special condition of the Outpatient Grant Award which stipulated a phase-in plan of grant funded positions into the City's classified service. The staff has reviewed and made tentative classification recommendations on approximately 300 positions. During the course of the survey, the Commission has established four new classifications to reflect the specialized needs of the Outpatient Division.

11. The creation of the Staff Assistant series (Staff Aide I-Staff Assistant XIII, Special Project) has provided greater flexibility to operating departments in recruiting immediate services as well as for personal services not described by existing classes in our classification plan. Generally, these employments are funded by special federal grants.



The increased number of grants awarded to various city departments has meant an enormous increase in the staff time required to review, advise, recommend and approve requests for use of Staff Assistant/Aide positions.

Examples of the use of the Staff Assistant positions for the 1978-79 fiscal year include those for the pathological study of Sudden Infant Death Syndrome for the Coroner's Office; the Center City Circulation Program for the City Planning Department; a program to provide community alternatives to State hospital services for the Community Mental Health Department; and the Small Claims Court Education Project for the District Attorney's Office.

12. In addition, a number of key classes were established to reflect changes within departments:

1. Light Rail Vehicle Equipment Engineer (Municipal Railway)
2. Terminal Construction Program Administrator (Airport)
3. Assistant Sheriff (Sheriff)
4. Assistant Supervising Court Clerk (Office of County Clerk)
5. Student Assignment Manager (San Francisco Unified School District)
6. Assistant Director, Art Commission (Art Commission)
7. Computer Operator Trainee (Controller's EDP)

#### Projected Classification Activities

Maintenance of the Classification Plan is a continuing function of the Classification Division. Departmental request are always reviewed in terms of the Plan with a view toward the inclusion of new positions in existing classifications. On occasion new duties are added to a class by means of amendments to specifications. At other times consolidation of two or more classes may be appropriate.

The 1979-80 budget for the City and County of San Francisco includes 871 new positions which must be reviewed by the Classification Division. Many of these positions will involve in-depth analysis by staff. The creation of new classes and amendments to existing class specifications may be required to meet changing needs within City departments.

Significant projects to be undertaken by the Classification staff during the coming fiscal year (1979-80) include the following:

1. Billing Departments - Department of Public Health



The Decentralized Personnel Unit of the Department of Public Health has submitted recommendations for the reorganization of the Billing Departments of San Francisco General Hospital/Medical Center, Laguna Honda Hospital and Community Mental Health Services. Classification recommendations provide for the establishment of a new series of classes reflecting specialized hospital billing and collections functions. The reorganization is planned to maximize efficiency of the staff engaged in billing and collections activities.

## 2. Manpower Series

The staff is presently undergoing a classification survey of the administrative staff positions in the Mayor's Office of Employment and Training (MOET). This office is responsible for administering a total of 50 million dollars in federal monies (CETA) distributed over nine different grants. The MOET administrative staff employs approximately 180 people in various classifications. The purpose of the survey is to review all job descriptions to insure that duties and responsibilities are accurately described and to recommend appropriate Civil Service classifications. This major project is scheduled for completion in Fall 1979.

## 3. Neighborhood Arts Program - Art Commission

Thirty-two positions representing the full time staff of the Neighborhood Arts Program were funded for the first time in the 1979-80 budget of the Art Commission. The Neighborhood Arts Program promotes the growth of art in city neighborhoods through workshops, festivals and neighborhood performances. All of the budgeted positions for this program will be reviewed by the staff in order to allocate them to appropriate Civil Service classifications. Classification recommendations should result in the creation of new classes for some of the positions.

## 4. Project SAFE and Senior Citizen's Escort Service - Police Department

These two important federally funded programs in the Police Department have been staffed to-date utilizing the Staff Assistant, Special Project series of classes. It is now the department's intention to establish the positions in its permanent salary account. Therefore, the Classification Division staff will be reviewing all 78 positions to determine the appropriate classification action for each.

## 5. Environmental Review Series - City Planning Department

Funding was provided in the 1979-80 budget to provide for the continuation of four positions established in the Office of Environmental Review under the Title II Program. It is anticipated that a new Environmental Review series may be developed to reflect the specialized duties of these positions.



6. San Francisco General Hospital - Department of Public Health

The second phase of the reorganization of top level positions in the Department of Public Health will be undertaken. The staff plans to review all administrative positions at the San Francisco General Hospital with a view toward strengthening the management structure and creating a hospital administrative career ladder.

7. FIRM/FAMIS Projects - Controller's Office

The Controller's Office has requested the creation of a new series of classes of "Systems Accountant" in order to meet the personnel needs of the FIRM and FAMIS projects. These classifications would perform specialized services relating to the development and implementation of complex financially - oriented computer systems.





# SALARY STANDARDIZATION

The primary function of the Salary Standardization Section is to survey prevailing rates of pay in private and public jurisdictions as a basis for establishing rates of pay for all City employees according to the provisions of the Charter, as well as implementing and recommending revisions to the administrative provisions of the Salary Standardization Ordinance. Other duties include conducting fringe benefit and specialized surveys at the request of the Civil Service Commission or Board of Supervisors, completing survey questionnaires for other jurisdictions, and implementing the salary plan by coordinating salary matters with all City departments.

Salary standardization is, by Charter, divided into three major categories:

1. Miscellaneous Employees - Charter Sections 8.400, 8.401 and 8.407
2. Municipal Railway Platform Employees - Charter Section 8.404
3. Police and Fire - Charter Section 8.405

Methods of determining pay rates and some of the working conditions for each of the groups are as follows:

## Miscellaneous Employees

Charter Section 8.407 requires the Civil Service Commission to conduct a comprehensive investigation and survey of basic pay rates for wages and salaries in other governmental jurisdictions and private employment for like work and like service based on job classifications primarily in the Bay Area and requires the Civil Service Commission to make its findings, based on facts and data collected as to what the generally prevailing pay rates are for each benchmark class. Salary data first must be collected from the Bay Area counties of Alameda, Contra Costa, Marin, San Mateo, San Francisco and Santa Clara. Only if there is insufficient salary data available from these agencies, then the Commission can survey other major public agencies in the State employing such classes where the agency employs more than 3,000 persons. The Charter stipulates that the salary data from public agencies be collected from five Bay Area counties, the ten most populous cities in these counties; agencies of the State and Federal government; and from school districts and other special districts in these counties.

The Commission also collects private basic pay rate data from the recognized governmental Bay Area salary survey of private employers in the City and County of San Francisco and Bay Area counties of Alameda, Contra Costa, Marin, San Mateo and Santa Clara. The data collected is limited to rates of pay and salaries actually being paid by private employers for like work and like service.



Charter Section 8.407 defines the term "prevailing rates of wages" as the rate ranges developed from the weighted average of the midpoints of the basic rates, excluding fringe benefits, for surveyed public employment and the median of the pay rates for private employment. It stipulates that the Board of Supervisors shall not set the maximum rate of pay for any class in excess of the maximum prevailing rate for that class and further provides that no employee shall have his basic pay rate reduced.

A report containing a summary of the preliminary data prepared by the Personnel Department of the Civil Service Commission was available for inspection beginning September 20, 1978. Employees representatives and employees were invited to request salary adjustments supported with any information or data that would justify such adjustments. The data presented was reviewed, analyzed and modified for a period of approximately two months. Salary recommendations were not finalized until a public hearing was held at which time employees, employee organization representatives and representatives of civic, public and professional organizations were given an opportunity to express their views on salary standardization.

The recommended schedules together with the existing schedules of compensation were posted and publicized on January 15, 1979, for a period of two weeks and were also available for inspection in the office of the Civil Service Commission. The proposed schedules of compensation also apply to all non-certificated employees in both the San Francisco Unified School District and the San Francisco Community College District.

The data contained in the report, "Salary and Wage Survey", was obtained from over 40 individual public jurisdictions in California, the Federal Government, the State of California and the Bay Area Salary Survey Committee. It should be noted that the number of employees for the State of California and Federal agencies was limited to agencies in the Six Bay Area Counties.

The Civil Service recommendations were submitted to the Board of Supervisors for their consideration. The Board then adopted these recommendations. The new salary schedules represented no raises for some employees and increases up to 13.5% for others. The average percentage increase granted to all employees was approximately 5%.

#### Municipal Railway

The Civil Service Commission staff conducts a survey of street railway and bus systems in the United States operating primarily within the municipalities having a population of not less than 500,000 and each such system normally employing not less than 400 platform employees or coach or bus operators. The Commission then certifies to the Board of Supervisors the average of the two



highest wage schedules in effect on July 1 for comparable employees in the systems certified in the report. The Board of Supervisors thereupon fixes a wage schedule which shall not be in excess of the average of the two highest wage schedules so certified by the Civil Service Commission. The Commission also certifies to the Board of Supervisors the working conditions and the amount equivalent to the dollar value of differentials in the benefits in the Retirement System, Health Service System and Vacation Allowances.

For the year 1978-79, the survey shown on page , which was certified by the Civil Service Commission showed that the Chicago Transit Authority and the San Diego Transit Corporation paid the highest rates for platform personnel as of July 1. The average of the two was \$8.75 per hour. The Board of Supervisors then adopted this rate. This represented an increase of 12% in the basic wage. Additionally, a Cost of Living adjustment was included in the wage package. This adjustment was based on the increase in the Consumer Price Index in the San Francisco Area.

#### Police & Fire

On June 8, 1976, the electorate passed an amendment to Charter Section 8.405 establishing a new method for setting salaries of the uniformed forces in the Police and Fire Departments. Under this new method, the Civil Service Commission is required to survey and certify to the Board of Supervisors rates of compensation paid Police Officers employed in Police Departments in all cities with a population of 350,000 or over in the State of California. The rate to be certified is the average of the maximum rates paid to each Police Officer classification performing the same or essentially the same duties as Police Officers in the City and County of San Francisco; further, this certified rate is to be the rate of compensation payable for the fourth year of service in the class of Police Officer. The rate of pay for the first, second and third year of service for Police Officers is to be established in accordance with the general percentage differential between seniority steps found in the salary ranges included in the cities surveyed.

The same method is used for determining salaries for Fire Fighters. The principal of pay parity between the basic classifications of Police Officer and Fire Fighter is continued in this amendment. For the year 1978-79, the rate paid Police Officers and Fire Fighters was \$1498-1735 per month. This represented an increase of 9.25% in the basic wage.

#### Jarvis - Gann - Proposition 13

In the June, 1978, election, the voters approved Proposition 13, the Jarvis-Gann initiative. This limited the amount of property tax money available to public agencies throughout the State of California.



One of the initial effects of the passage of Proposition 13 was the enactment of a prohibition against providing increases to all City employees for fiscal year 1978-79 (July 1, 1978 - June 30, 1979). This prohibition was the result of two specific and discrete actions.

First, on June 18, 1978, the Mayor and the Board of Supervisors enacted an "Emergency Proclamation" which, in part, repealed the Salary Standardization Ordinance for the fiscal year 1978-79 and reinstated the Salary Standardization Ordinance for the fiscal year 1977-78. The Salary Standardization Ordinance governs the rates of compensation for Civil Service Commission job classifications. The effect was to freeze all salaries at the fiscal year 1977-78 salary schedules.

Second, as a condition of receiving "bailout" funds from the State provided through the passage of SB2212, San Francisco was further restricted from granting cost of living increases to its employees.

However, in March, 1979, the State Supreme Court ruled that this restriction was unconstitutional. Shortly thereafter, the City rescinded the "Emergency Proclamation" and reinstated the Salary Standardization Ordinance for the fiscal year 1978-79.

Subsequently, the City elected to pay cost of living increases according to the rates established in the Annual Salary Standardization Ordinance for the fiscal year 1978-79 retroactive to December 1, 1978, a total of 7 months. Several unions representing various groups of City employees opted to sue the City in an attempt to extend the retroactive cost of living increases to the full 12 months and litigation regarding this matter is still pending. Despite this, the City is currently in the process of preparing 7 month retroactive cost of living increase warrants.





# Maintenance & Standardized Testing

A lawsuit was filed after the 7381 Automotive Mechanic examination was held in 1973 alleging violations of 42 U.S.C. SS 1981 and 1983, the Equal Protection Clause of the Fourteenth Amendment, and Title VII of the Civil Rights Act of 1964. The plaintiff claimed discrimination against him because of national origin with respect to the selection process in a written examination. A Consent Decree was entered into as settlement of the existing dispute. The Consent Decree provided an improved selection procedure for the position of 7381 Automotive Mechanic. Recruitment would be conducted in cooperation with minority community groups and the Human Rights Commission to recruit sufficient numbers of qualified minority applicants to bring the total pool of such applicants into parity with the relevant work force of the City and County of San Francisco.

As part of the application process, a supplemental questionnaire was developed with specific reference to the types of experience applicants had. Civil Service Commission staff was made available to assist applicants who needed help in completing this form.

A large number of eligible lists were adopted during the year in categories as diverse as Telephone Operator and School Lunchroom Area Supervisor; Principal Personal Property Auditor and Assistant Electrical Engineer; Airport Communications Operator and Electrical Transit Service Worker. In addition, many examinations, especially those in crafts and electronics fields, are being held on a continuous basis, with eligible lists being adopted throughout the year. These include Electrician, Electronic Maintenance Technician, Accountant, Programmer Analyst, and Electrical Transit Mechanic.

Training in job analysis and examination development, conducted by Psychological Services Incorporated, was concluded this year. During the training, each analyst completed an examination assignment based on the methods taught. PSI training assignments included Senior and Supervising Data Entry Operator, Recreation Director, Assistant and Associate Civil Engineer, Locksmith, General Laborer, Steamfitter, Sewer Cleaner, Sewer Service Worker, and Water Meter Repairer.



MAINTENANCE AND STANDARDIZED TESTING

PROGRAM OUTPUTS FY 1978-79

No. of Examination Announcements issued: 106

No. of Applications received and screened: 5,593

Testing Activities	No. of Examinations Administered	No. of Examination Participants
Written Tests	29	1,242
Oral Interviews	80	1,577
Other Tests	11	382

Eligible lists 99

No. of eligibles 1,460



# Security Examinations & Special Projects

This section was formally split from the regular examination program in April, 1977. Thus, the work program of the section was included with the Examinations Program in prior years.

During 1978-79 this unit established lists for H-20 Lieutenant and H-30 Captain in the Fire Department. During 1979-80 some six (6) promotional examinations will be announced in this department. The unit also adopted lists in Class 8440 Probation Officer, Q-35 Assistant Inspector, Police Department and Q-50 Sergeant, Police Department. All five of these adopted eligible lists were subject to Consent Decrees in the Federal Courts.

The Audio-Visual test for Class Q-2 Police Officer was completed during the fiscal year with some 3,600 participants. Physical performance test, oral examinations, medical examinations and background investigations will commence during 1979-80. This examination is subject to a Consent Decree in the Federal Court.

This unit anticipates announcing the examination for Class Q-80 Captain, Police Department subject to Consent Decree provisions and will plan the announcement of the Q-60 Lieutenant, Police Department examination when permitted by the Consent Decree. Other work in process includes security examinations at the Department of Public Health, the Airport, at the Museums, and promotional examinations in the Sheriff's department.

This section monitored 50 compliance agency reviews during the fiscal year and took part in settlements on some 20 cases before they reached the formal complaint stage. A new procedure of cross/deferment of cases between the Equal Employment Opportunity Commission and the State Fair Employment Practices Commission has changed the method of reporting cases in that discrimination complaints are now routinely filed with both agencies. This section anticipates a 10% increase in such reviews in 1979-80 as well as an increased workload in consultation on fact finding procedures newly established by these agencies.

Work on two class-action Federal Court cases is in progress. In addition, this section has worked on several individual cases, both in the Federal and State Courts. Additional cases are anticipated during 1979/80.



# SECURITY AND SPECIAL PROJECTS

Program Outputs FY 1978-79

No. of Examination Announcements issued: 36

No. of Applications received and screened: 9,169

Testing Activities	No. of Examinations Administered	No. of Examination Participants
Written Tests	10	5,035
Oral Interviews	15	878
Other Tests	2	1,641
Eligible lists	17	
No. of Eligibles	1,732	





# Continous Testing

The structure of the Continuous Testing Unit is designed to perform the following personnel functions:

- I. Examination Program: Entrance and First-Level Promotive Clerical Classes.
- II. Civil Service Liaison with the Decentralized Personnel Units of the Departments of Public Health and Social Services.
- III. Immediate Placement Service
- IV. Classification Program: Entrance and First-Level Promotive Clerical Classes.

## Examination Program: Entrance and First-Level Promotive Clerical Classes

The professional personnel staff in this Unit is responsible for preparing and administering all entrance and first-level promotive examinations. The entrance clerical classes are high-volume in terms of both permanent and temporary positions and, therefore, necessitate the scheduling of clerical examinations on a continuous basis. Staff works closely with all City departments in an effort to meet the needs of the service in a timely manner.

In addition, the Continuous Testing Unit is also responsible for the preparation and administration of non-clerical examinations as needed, in terms of our department's overall Examination Maintenance Program.

### Program Outputs:

	7/01/78 - 6/30/79
1. Applications received and screened	4,635
2. Eligibles on List	757
3. Eligible Lists	63
	<u>Prom/Entr.</u>
4. Examination Announcements Issued	4 18
5. Testing Activities: 7/1/78 - 6/30/79	

<u>Examination Type</u>	<u>No. of Examinations Administered</u>	<u>No. of Examination Participants</u>
a. Written	14	1,289
b. Oral Appraisal Interview	67	1,206
* c. Performance	258	431
d. Physical Agility	1	83
e. Merit and Seniority Ratings	3	92
f. Other (high school grade-level equivalency tests)	6	46
TOTALS	349	3,147



- \* Performance statistics do not include typing or shorthand tests administered and processed by the S.F. Community College District.

Civil Service Liaison with the Decentralized Personnel Units of the Departments of Public Health and Social Services

The Civil Service liaison responsibilities include the following:

- (1) Review and final disposition of all drafts of examination announcements prepared by the Decentralized Personnel Units; (2) Dissemination of all Civil Service Policy statements, Directives and other relevant information to insure standardization and consistency in the procedures followed; (3) Review and final disposition of Public Health and Social Services requests for authorization to make non-civil-service appointments pending the availability of eligibles from lists; (4) Preparing and administering examinations for those Public Health classes not assigned to the Decentralized Personnel Unit.

Examination Program: Public Health Decentralized Personnel Unit

Program Outputs:

	7/01/78 -
	6/30/79
1. Applications received and screened	2,309
2. Eligibles on List	622
3. Eligible Lists	105
	Prom/Entr.
4. Examination Announcements Issued	16 20
5. Testing Activities: 7/1/78 - 6/30/79	

<u>Examination Type</u>	<u>No. of Examinations Administered</u>	<u>No. of Examination Participants</u>
a. Written	10	219
b. Oral Appraisal Interview	103	675
* c. Performance	14	153
d. Physical Agility	3	77
e. Merit and Seniority Ratings	16	83
f. Other : "T and E" - Training and Experience-Evaluation	2	27
TOTALS	148	1,234

- \* Performance statistics do not include typing or shorthand tests administered and processed by the S.F. Community College District.



\* Examination Program: Social Services Decentralized Personnel Unit

<u>Program Outputs:</u>	7/01/78- 6/30/79
1. Applications received and screened	2,452
2. Eligibles on List	411
3. Eligible Lists	10
	<u>Prom/Entr.</u>
4. Examination Announcements Issued	2 10
5. Testing Activities: 7/1/78-6/30/79	

<u>Examination Type</u>	<u>No. of Examinations Administered</u>	<u>No. of Examination Participants</u>
a. Written	8	1,311
b. Oral Appraisal Interview	9	1,130
c. Merit and Seniority Ratings	<u>2</u>	<u>188</u>
TOTALS	<u>19</u>	<u>2,629</u>

\* The establishment of the Decentralized Personnel Unit in the Department of Social Services was approved by the Civil Service Commission October 4, 1978. It has been in operation since November 1, 1978.

Immediate Placement Service:

Pending the adoption of eligible lists, city-wide vacancies are filled on a non-civil-service basis by qualified applicants in the examination process for the respective classification.

The statistics below reflect the number of non-civil-service employments authorized by our office; these statistics do not reflect the number of non-civil-service employees working through the entire fiscal year. The duration of the employments range from 1 day to the maximum 130 working days.



Number of Non-Civil-  
Service Employments  
Authorized:  
7/1/78 - 6/30/79

Program Outputs

All Dept. - Clerical Only (Public Health and Social Services excepted)	699
Dept. of Public Health - Clerical & All Other Classes Assigned To Public Health Decentralized Unit	468
Dept. of Social Services - Clerical and All Other Classes Assigned to Social Services Decentralized Unit (11/1/78 - 6/30/79)	<u>140</u> 1,307

Classification Program: Entrance and First-Level Promotive  
Clerical Classes

The classification work for entrance and first-level promotive clerical classes is performed by the same Generalist Team who is responsible for performing the other activities enumerated in this section.

The classification duties include the reclassification of existing positions, classification of new positions, surveying positions (including City, private and other governmental jurisdictions), researching classification problems and making recommendations for resolution, preparing letters and final reports for the Civil Service Commission, initiating the preparation of Salary Ordinance Amendment legislation and making oral presentations to the Board of Supervisors.

In addition, staff was responsible for the review of 1,363 permanent and temporary requisitions filed by all City departments for the categories of classes designated above.





# TRAINING

The Training Unit was established by the Civil Service Commission two years ago to provide another dimension of personnel service to city departments. Specifically, its objectives are:

1. To complete city-wide implementation of the new system of Performance Evaluation and to continue monitoring of this program as prescribed by the Charter.
2. To develop programs and provide training in supervisory and management skills.
3. To coordinate, through the Training Council, training efforts throughout the city. Special attention will be given to making training opportunities available to all departments.
4. To act as a clearing house and communications center for training information.

Progress in accomplishing these objectives during the past year is described below.

## Performance Evaluation Implementation

With increased staff, the Training Unit neared completion of implementing the system city-wide. In each department we held an initial planning meeting with the Appointing Officer and key staff, and conducted a three-hour training session for all supervisory personnel. Materials and forms were prepared, audits of initial reports were made, a written critique of initial reports was given to each supervisor, progress reports were written and a final report to the Appointing Officer was presented.

The second stage of implementation is establishing the Maintenance System in each department. The Training Unit prepares a Report Data Card for each employee and trains designated personnel in the procedures for generating reports and maintaining the Evaluation system in each department.

<u>Program Outputs</u>	<u>7/1/78- 6/30/79</u>
1. Supervisors Trained (31 departments) (107 training sessions)	1,566
2. Evaluations Prepared/ Recorded	8,555
3. Evaluations Critiqued	3,015
4. Employees in Maintenance System	2,996
5. Maintenance Personnel Trained	11



Implementation should be completed by November 1979. Monitoring of the program, prescribed by the Charter, will be achieved through an annual audit conducted by the Training Staff.

#### Training Programs in Supervisory and Management Skills

During the fall, Training Unit Staff collaborated with Pacific Telephone Company to develop a program in Supervisory Skills. The latter contributed personnel and materials for course development and training of City personnel to initiate the program.

On November 14, 1978, the Mayor, the General Manager, Personnel and Mr. Ben Dial, Vice-President of Pacific Telephone, met with Appointing Officers whose personnel were to attend the pilot sessions. Mr. Dial introduced his executive and training staff who had participated in the project and described the evolution of the program. The Mayor and General Manager, Personnel, outlined this as the first stage of a larger training plan and urged the support of Appointing Officers.

Two pilot sessions were conducted in November and December to test and refine the course content. Twenty-four participants from five departments attended.

On February 13, 14 and 16th, Executive Overview Sessions were held for Appointing Officers, Bureau Chiefs and Administrators to acquaint them with the program: its origin, content, availability, its potential usefulness to their departments. A special focus of the Executive Overview was to elicit support for the program.

The course in Supervisory Skills has been conducted weekly since March 13, 1979. In a two-day workshop setting designed to maximize interaction among twelve participating supervisors, lecture, film, role play, group and individual problem-solving exercises are utilized to present and practice the concepts and skills necessary for effective management.

#### Program Outputs

3/13/79-  
6/30/79

1. Supervisors Trained  
(22 departments)

161

A program for Middle Management is currently being developed in collaboration with staff of Bank of America Training Center. Subject matter experts are refining course content and a pilot session will be conducted in early fall in preparation for scheduling the program.



### Training Council

Under the aegis of this Unit, a Training Council was established in February 1979. Its purpose is to bring together persons responsible for training in departments in order to identify training capabilities throughout the City, to coordinate training efforts and, where possible, make opportunities available to departments which do not have training staff or facilities. The Training Council creates a forum for the exchange of professional knowledge and information, for the development of a cohesive training program and for exploration of ways and means to respond to training needs effectively.

Training representatives from fifteen departments are members of the Council, which meets the last Thursday of each month.

### Training Communications

In order to carry out the function of being a clearing house and communications center, the Training Unit is developing a communications strategy through which departments can be apprised of available training opportunities and can make their needs known. The initial stage will be the publication of a Training Bulletin to begin in August, and the establishment of training liaison in each department.



# LABOR RELATIONS

The Labor Relations Section performs functions required by the Employee Relations Ordinance of the City and County of San Francisco. These functions include certifying the appropriate employee organization to represent employees grouped by class into bargaining units, investigating charges of Unfair Labor Practices and processing all matters which require a hearing before an Administrative Law Judge. The Commission assumed these impartial or neutral labor relations responsibilities in August 1976. In the initial stages of program implementation, the major program goal was to establish rules and regulations for the program's operation and to certify employee organizations as the official representative for bargaining units. During the past fiscal year, however, the certification process has continued but major emphasis has shifted to handling Unfair Labor Practice Charges and other disputes requiring an Administrative Law Judge hearing.

## Certifications For Employee Organizations

In accordance with the Employee Relations Ordinance, the Labor Relations Section certifies an employee organization as the recognized or official representative for employees through either the election process or by verifying historical representation for the organization. Such recognition or certification entitles the employee organization to rights and responsibilities as specified in the Employee Relations Ordinance.

An employee organization wishing to represent a group of City employees initiates the election process by petitioning the Labor Relations Section to hold an election to determine the official or recognized representative for the employee bargaining unit. After receipt of a valid petition, staff chairs a pre-election conference of all concerned parties to determine the date, time, place of election and voter eligibility. Subsequently, a representative from the Employee Relations Division and a representative from the petitioning employee organization sign a formal election agreement which is witnessed by Commission staff. At the voting sites, the State Conciliation Service acts as the election agent by distributing ballots and tabulating the results after the polls close. A majority of those voting determines the results. After resolving any protest per the conduct of the election, the Labor Relations Section formally certifies the elected employee organization to represent the group of employees in their labor relations with the City and County. Commission staff also conducts decertification or recall elections. This occurs when a group of employees or an employee organization petitions for an election to be held to decertify or recall the current elected representative.

An employee organization may also gain recognition status by submitting documents proving that the organization has historically represented employees in the bargaining unit. After researching the matter, the Labor Relations unit certifies the organization as the official representative or, if the





matter is under dispute, orders that an employee election be held to determine the matter. During the past fiscal year the Commission has certified various employee organizations as the recognized representative for approximately 500 City and County employees.

#### Unfair Labor Practice Charges

The Labor Relations Section also investigates Unfair Labor Practice Charges and attempts to reconcile the parties. Staff investigates the charges by reviewing reports, records and other documents and conducting interviews. When necessary, further information or specification is requested from either the charging or charged party. After thoroughly reviewing the charge, staff attempts to mediate or assist the parties in reconciling the dispute. If mediation is unsuccessful, the Labor Relations Section submits a written report of the findings to the General Manager, Personnel, recommending either dismissal of the charge, in whole or part, or referral to an Administrative Law Judge. If a hearing is required, staff conducts a meeting with the parties prior to the hearing in order to clarify the issues. Ten Unfair Labor Practice Charges were investigated and resolved by staff in fiscal year 1978-79. An additional charge was investigated but referred to an Administrative Law Judge for hearing after mediation proved unsuccessful.

#### Administrative Law Judge Hearings

Under the Ordinance, the Labor Relations Section is responsible for processing other matters which require resolution by an Administrative Law Judge. Such matters include disputes initiated by an employee or the employee's supervisor over the employee's unit designation and disputes over the interpretation or application of provisions of Memoranda of Understanding. Additionally, Administrative Law Judge hearings are required to examine complaints regarding abridgement of management or employee rights which are set forth in the Ordinance. Staff reviews these disputes, attempts to reconcile the parties and, if unsuccessful, refers the matter onto an Administrative Law Judge for final resolution. Prior to the hearing, staff chairs a meeting of the parties to clarify the issues and to make any other necessary arrangements. In the past fiscal year, staff reviewed and helped to mediate twenty-five disputes over unit designations.



# EEO UNIT

The Equal Employment Opportunity (EEO) Unit of the Civil Service Commission continued its prior years' programs including counseling, recruitment, workforce data studies, Affirmative Action assistance to in-house staff and departments, operation of minority/female oriented training programs, and preparation of various reports and plans.

Structurally, the unit was relocated to Room 151, City Hall, and was assigned functions formally handled by the Examination Division under the title Employment Application and Information Service. By the end of the fiscal year, the EEO Unit was also assigned such major traditional examination activity as the entry level Police Officer recruitment and selection program.

Highlights of EEO programming and policy developments during the fiscal year included adoption of the first comprehensive city Affirmative Action Plan. This Plan was developed over an eighteen-month period, with considerable assistance from the community-oriented Affirmative Action Advisory Committee. The narrative section of the Affirmative Action Plan was adopted by the Civil Service Commission in March, 1979. The accompanying goals and timetables were adopted in August, 1979. The Plan will be updated on an annual basis in the future.

The second major Affirmative Action event of this past year involved settlement of the long-standing police employment discrimination suit originally brought against the City by the Officers for Justice.

The suit charged Civil Service with unintentional discrimination against women and minorities in the selection and promotion of Police personnel. The consent decree which settled the litigation provides for major training, recruitment, and hiring programs focused on creating a Police Department reflective of the City. The EEO Unit played a central role in recruiting and ultimately administering the Police Officer exam initiated in October, 1978. Although the final eligible list is not yet adopted, it appears that minorities may well be 50% of the candidates while women will constitute more than 20% of the final eligibles. Both of these statistics are historically high levels of representation.

In 1978 the U.S. Office of Revenue Sharing (Treasury Department) issued a non-compliance finding against the City alleging failure to meet a variety of Affirmative Action requirements. This matter was resolved through a compliance agreement approved by the Civil Service Commission in June, 1979. This agreement ensures use of validated non-discriminatory selection devices, increases Affirmative Action programs, and generally brings the City into a progressive posture with respect to employment programs.



Coupled with the Police consent decree, these agreements resolve most of the divisive employment issues confronting the City, and set the direction for the next several years in personnel activity. These arrangements also spell considerable new activity for the EEO Unit.

The EEO Unit compiles and publishes various workforce studies. The Workforce composition report closing June 30, 1979, was not available at the time of this report. However, the tables reflecting percentage composition of appointments made from Civil Service examination lists is included. In 1977-78, 46.9% of appointments made involved minority candidates, and approximately 37% of appointments went to women. In 1978-79, 47.4% of appointments went to minorities, and about 41% went to women. These percentages are consistent with the increasing presence of minorities and women in the City workforce.

In November, 1978, the Charter was amended to allow Civil Service expansive authority in the resolution of discrimination complaints. Only six formal complaints were filed and investigated in this past year. Only two reached the Commission for hearing. The others were resolved without hearing or withdrawn. The rule governing this procedure is being amended in order to expedite the resolution process.

A major component of the EEO Unit's programs includes minority counseling, outreach recruitment, employment inquiry service, and special job search and placement efforts. The counseling program, serving nearly 2,000 persons this year, is available to minorities and women seeking entry and career employment. This service is enhanced by the availability of counselors who are fluent in Cantonese and Spanish as well as English. The recruitment program reaches approximately 175 employment related agencies through regular mailings of examination announcements, and by in-person contacts as appropriate. Additionally, Civil Service recruiters appear at college and university career days, job fairs, and other candidate contact events. Finally, several minority oriented media organizations carry Civil Service employment announcements in English as well as Spanish and Cantonese.

In conjunction with counseling programs, the EEO Unit responds to employment inquiries. Approximately 750 written inquiries are received annually. The majority of these concern law enforcement related employments. Each inquiry receives a personalized response or a form re-directing the inquiry to an appropriate agency.

Due to the merging of the EEO Unit and the Employment Information Service, EEO now services thousands more annually in person, by letter, and by phone.



These interactions involve anything from providing employment applications and examination announcements to prospective applicants to answering the myriads of inquiries regarding Civil Service procedures, policies, salary rates, job descriptions, etc. In 1978-79, more than 65,000 persons appeared at the information window for service. While another 45,000 sought assistance by telephone.

The EEO Unit has continued its compliance review function in regard to the format and content of entry level examination announcements. This process involves reviewing the job analysis, composition of current incumbents, and consideration of Affirmative Action programming prior to formal issuance of the announcement. Modifications which result from this review process generally include the elimination of non-job-related minimum qualifications, reducing or eliminating emphasis on written exams, and increasing use of performance and oral selection devices.

More than 300 announcements were reviewed in this past year. More than one third of these were modified in some manner as a result of the review. In this next year, EEO will review all draft announcements whether entrance or promotional. This review process is expected to be more important in light of the Revenue Sharing agreement.

Five major training efforts are administered by the EEO Unit including the In-Service Assignment Program, CETA/Civil Service Interface Training, and liaison to the Civil Service College of the San Francisco Community College District.

In most cases, these programs are now at maintenance levels. In 1978-79, for example, less than \$3,000 was available for Tuition Assistance, as the Board of Supervisors attempted to save money. However, the small tuition fund did assist 27 employees in continuing their education.

The CETA/Civil Service Interface Program has been a highly successful effort to training women and minorities on the job in areas where protected classes have not previously been available. Unfortunately new CETA legislation will cause the closure of this acclaimed cooperative effort in September, 1979. The In-Service Promotional programs, as well as the other programs offered by the Community College District continue in spite of severely curtailed educational funds. These programs continue to be highly popular, with more than 3,000 City employees enrolled in on-site and after work classroom programs.





The EEO Unit administers the Disability Transfer and Additional Employment programs. The Disability Transfer program allows permanent employees who develop job-related disabilities to be transferred to classifications within their ability to perform, but at slightly lower salary rates. Twenty (20) such transfers were completed this year. Employees who offer their service to other organizations in addition to their city employment, are required to obtain approval of the Civil Service Commission. Approximately three hundred additional employment requests were reviewed for conflict of interest and Charter compliance, with subsequent approval in most cases.

As noted above, due to the adoption of the Affirmative Action Plan, Revenue Sharing compliance agreement, and the Police consent decree, as well as the additional employment information and examination duties, the EEO Unit anticipates a most active 1979-80 fiscal year.



SAN FRANCISCO CIVIL SERVICE COMMISSION

Appointments by Race/Ethnicity/Sex  
Summary Report

July 1, 1978 to June 30, 1979

<u>Race/Ethnicity</u>	<u>PERMANENT</u>			<u>TEMPORARY</u>			<u>TOTAL</u>
	<u>Male</u>	<u>Female</u>	<u>Sum</u>	<u>Male</u>	<u>Female</u>	<u>Sum</u>	
White	763 34.8%	428 19.5%	1191 54.4%	169 30.1%	87 15.5%	256 45.6%	1447 52.6%
Black	182 8.3%	190 8.7%	372 17.0%	63 11.2%	64 11.4%	127 22.6%	499 18.1%
Hispanic	71 3.2%	40 1.8%	111 5.1%	29 5.2%	8 1.4%	37 6.6%	148 5.4%
Asian	129 5.9%	110 5.0%	239 10.9%	24 4.3%	28 5.0%	52 9.3%	291 10.6%
Filipino	102 4.7%	138 6.3%	240 11.0%	39 6.9%	34 6.0%	73 13.0%	313 11.4%
American Indian	2 0.1%	2 0.1%	4 0.2%	1 0.2%	0 0%	1 0.2%	5 0.2%
Other Non-White	17 0.8%	16 0.7%	33 1.5%	7 1.2%	9 1.6%	16 2.8%	49 1.8%
Total	1266 57.8%	924 42.2%	2190 100.0%	332 59.1%	230 40.9%	562 100.0%	2752 100.0%



# Medical Services

The Medical Center staff has continued its function of providing entrance and promotive examinations as well as special motor vehicle license examinations. In addition consultative examinations required under Civil Service Commission Rule 22 pertaining to sick leave and worker capacity have been accomplished in depth.

It is of some note that the hiring of qualified handicapped persons pursuant to public policy and State and Federal statutes has been facilitated. Twenty-six such persons were passed for employment during the second half of the fiscal year. None have needed to be referred back to the Medical Center for reasons of failure to perform adequately.

Final medical rejections have been few; half of those prospective employees who were initially rejected on medical grounds were able to achieve correction of the defect and gain subsequent employment.

## PERFORMANCE DATA OF THE CIVIL SERVICE MEDICAL EXAMINATION CENTER

FISCAL YEAR 1978-79

### CIVIL SERVICE COMMISSION

Pre-employment Examinations (Entrance and Promotion)	3,335
Class II Driver License Examinations	415
Special Examinations (Civil Service Commission Rule 22)	127
Total:	3,877

### CETA

Pre-employment Examinations	537
Class II Driver License Examinations	1
Total:	538
Rejection for employment, initial	14
By disease category: Musculo Skeletal	9
Cardiovascular	1
Neuropsychiatric	1
Other internal diseases	-
Failure to Meet Statutory	
Vision Requirements	2
Failure to Complete Medical	1
Condition Corrected:	7
Net Rejects:	7



# TIMEROLL AUDIT

Auditing and certification of all timerolls submitted by every City and County agency is required of the Civil Service Commission by Section 8.400 of the Charter. The Charter mandates Civil Service to verify that all persons whose names appear on payrolls have been legally appointed to and are employed in positions legally established under the Charter. The Controller is enjoined by the Charter from releasing payment when the Civil Service Commission disapproves a timeroll.

Civil Service Commission Timeroll Audit Unit has the responsibility of carrying out this Charter requirement. In addition, this section must approve permanent and temporary requisitions, and maintains many of the personnel records of permanent employees.

There are approximately 32,000 permanent and temporary employees in the City and County service generating approximately 450 timerolls which must be manually audited every two weeks to insure that employees are promptly and properly compensated. In addition, the Timeroll Audit Unit is responsible for the processing of supplementary timerolls, payroll corrections and in-lieu payment requests. The flow of timerolls overlaps biweekly pay periods which reduces the time for vital record-keeping.

## Positive Time - Keeping

"Anticipated" timerolls are submitted before the end of the pay period and the last portion of the timeroll has to be predicted. Any errors of attendance during this period have to be corrected in the following timeroll. This procedure increases the chance of error as corrections are entered. It would be a more efficient process if all timerolls were on a "positive" basis to reduce corrections. Positive timerolls would be turned in after the close of the pay period with less chance of error and significantly reducing the number of corrections which must be posted. The Civil Service Commission Personnel Department has converted its timeroll from an anticipated basis to positive posting and a major goal for the future is to eliminate anticipation of timerolls on a City-wide basis.

## Data Processing

Computerized auditing of timerolls and the maintaining of sick leave and vacation accounts of employees is forth-coming and the staff of the Timeroll Audit Unit is making a concerted effort to update records and keep them current for the transition from manual to computerized record-keeping.

Starting July 5, 1978 a computerized payroll program was initiated at the Recreation and Parks Department using a modified MSA Payroll system. This method of payroll accounting requires a precise procedure for reporting employees time. It requires a retraining program for the personnel payroll clerks. Other departments will be incorporated into the system as experience





is gained. Phase two of this concept is to incorporate the personnel portion of the MSA program with the payroll package and maintain an employee's personnel record in an "on line" computer. This will require major changes in Civil Service procedures to utilize the program efficiently.

TIMEROLL AUDIT	
PROGRAM OUTPUTS	
FISCAL YEAR 1978-79	
Employees on Timerolls	34,526
Timerolls Audited	26,256
Requisitions	27,625
Personnel Transactions Recorded (i.e. appointments, separations, reassignments, in lieu payments, leaves, suspensions)	24,325



# CERTIFICATION

The Certification Unit maintains and canvasses Civil Service registers of eligibles (eligible lists). When a personnel requisition is received in the Certification unit, the eligible list for the class requested is canvassed and the name or names of the highest eligible 3 are sent or "certified" to the appointing officer for consideration to fill the vacancy. When an eligible is appointed, the Certification Unit processes required sets the proper rate of pay and validates the appointment. Appointments for medical examinations of appointees are coordinated in this office.

After forty years of the Rule of One (the highest ranking eligible on a Civil Service list is sent to fill a vacant position), in November, 1976, the electorate passed, over Commission opposition, Proposition "E" which amended Charter Section 8.329 to provide that when a personnel requisition is received in the Civil Service Commission offices, the names of the three persons standing highest on the eligible list are to be certified to the appointing officer for consideration. The provisions apply to all eligible lists adopted after December 6, 1976. Lists adopted prior to December 6, 1976, continue under the Rule of One until they expire. All rule of one lists will have expired by November, 1980.

Upon passage of the Charter amendment, the staff of the Civil Service Commission studied the City's certification procedures as well as the certification practices in several neighboring jurisdictions. As a result, the staff recommended necessary modification of existing Civil Service Rules which were adopted by the Civil Service Commission, and totally revised the certification procedures for the Rule of Three and Rule of One certifications.

The new rules and procedures allow eligibles, for the time being, unlimited waivers of appointment on most lists and give department heads more authority in making appointments.

CERTIFICATION PROGRAM OUTPUTS FISCAL YEAR 1978-79	
Eligibles Certified	17,382
Appointments Validated	3,923
Separations Recorded	4,492
Number of Eligibles on New Lists	4,982
Number of Eligibles on All Lists	25,000



# Committee & Special Project Reports

## Rules Review

A permanent committee of Civil Service Commission staff members was formed in the spring of 1977 to proceed on an on-going basis with the updating and maintenance of the Civil Service Commission Rules. This Committee meets on a weekly basis and is in the process of reviewing the rules governing limited tenure appointment, Personnel Service Records, leaves of absences, and transfer rules. An index of all changes in the Rules since their adoption on July 1, 1972, has been prepared and distributed as of June 30, 1977, 1978 and 1979. A subject index to the Civil Service Commission Rules was developed and distributed during fiscal year 1977-78 and has been updated to coincide with each rule change.

A central file has been developed in which copies of all pages of the Rules are available. Individuals interested in a portion or a page of a Rule, an entire rule, or a complete set of Rules can pull one page or assemble a set.

Procedures have been developed for notification of Rule amendments by the use of "Rule Change Numbers" on memoranda which are posted on an "Amendment Control Sheet" in each copy of the Rules. Each time a change is made in the Rules the pertinent page will be reissued with the amendment date and the Rule Change Number listed after the amended section. In addition, in the future, pages of the Rules will be dated with an issue date.

The Rules Review Committee also monitored a one-year CETA--funded project to cross-reference the Civil Service Commission Rules with the City and County Charter, various ordinances, selected City Attorney opinions and relevant State and Federal laws. This project was completed in June 1978 and the resultant "Personnel Regulations Reference Guide" of 38 pages has been distributed to personnel officials throughout City Service. An updated version was published in June 1979. This document provides a current ready reference manual to quickly and accurately locate personnel information from many pertinent sources.

## Personnel Council

The Personnel Council was established in 1972 to serve as a forum for information exchange among departmental personnel officers and administrators.

Until 1976 the Chairperson and Secretary were appointed from the Civil Service Commission staff by the General Manager, Personnel. In



Fiscal Year 1976-77, however, a Coordinator and Assistant Coordinator were elected from operating departments by the membership of the Council. The Coordinator established standing committees which provide regular reports on salary and classification; recruitment and examinations; labor and employee relations, legal issues; fiscal matters; and interdepartmental matters. In addition, an Executive Committee assists the Coordinator in directing the Council and planning agendas.

The Personnel Council meets every first and third Wednesday of each month to discuss matters pertaining to personnel administration. The meetings usually consist of reports from the members concerning problems and questions arising from the implementation of rules, ordinances, City Attorney's opinions and court cases.

In addition, guest speakers are invited to discuss topics pertaining to specific personnel issues. During the year the Council was addressed by various speakers concerning subjects such as salary setting under Charter Section 8.407, employee performance evaluation, employee relations, the Employee Referral Program, certification procedures developed under the Rule of Three, lay-off policies and procedures and the effects of the Jarvis-Gann amendment on personnel operations.

#### EDP Committee

The Civil Service Commission receives various electronic data processing (EDP) services through Controllers EDP. In order to coordinate service planning, requests, and delivery, Civil Service maintains a committee with representation from each division of the Personnel Department.

EDP currently provides a number of specific programs which include wage and salary reports, annual salary and salary standardization ordinances, reports on the number and status of municipal employees, race/sex workforce composition reports, seniority rosters and seniority impact evaluation reports, maintenance of examination and eligible list status files, and sick leave and vacation accounting files. These reports and files are utilized both to service mandated programs and to provide sufficient management information to allow for informed decision making.

In addition to the ongoing EDP programs, Civil Service and Controller's staff have been involved in the design and long range implementation of a comprehensive, continuously maintained personnel and payroll management reporting system. Although, as noted above, many single purpose programs are in operation, no overall integrated program is currently available. Completion of this program, anticipated in the next three to five years, will bring Civil Service record keeping, data retrieval, and data analysis capabilities to a contemporary level.





### Position Control

During Fiscal Year 1976-77 the Civil Service Commission staff began installation of a much-needed Position Control System for the over 22,000 positions permanently enumerated in the Annual Salary Ordinance. Previously, permanent positions were identified solely by the name of the current or previous incumbent. This system does not provide an adequate tool for generating management information and sometimes leads to confusion in determining staffing levels. The new Position Control System identifies each permanent position by a unique number which incorporates the Salary Ordinance Section Number, the Class Number and the Position Number of the total number of positions in the section. The new system will facilitate recognition of vacancies and more accurately control staffing levels.

After several months of planning and study of systems in other jurisdictions, in May, 1977, all departments were requested to submit position history cards so that position control and position history records could be set up in the Civil Service Commission offices.

At the close of Fiscal Year 1977-78, the Position Control System was installed for all except one City departments. It was anticipated that installation will be completed during Fiscal Year 1978-79. However, the conversion of the City and County financial record-keeping under FIRM/FAMIS has necessitated a renumbering and in some cases a reallocation of positions from one Salary Ordinance Section to another and will consequently requires during fiscal year 1979-80 a major revision to the position control system involving approximately 22,000 positions.

### Central Personnel File

Currently, there is no central personnel file for City and County employees. Lack of this has created an inefficient and cumbersome record-keeping system. Retrieval of each record relating to a particular employee is a time-consuming process. Because of the dispersed method of filing currently in existence, there is a greater likelihood of separate records being misfiled.

The Civil Service Commission is considering one of two methods of maintaining personnel files of all appointees as required by Section 3.661(b) of the Charter. The first method, common to most other jurisdictions, would be to have a central personnel unit where departments and various units of the Civil Service Commission would forward a copy of all pertinent documents pertaining to individual employees to be retained in the file for each employee. This file would always be under the control of



the Civil Service Commission. The second method, utilized by the military, would be to furnish a personnel jacket for individual employees to be retained at the department assigned. The department would maintain the employee's personnel file. This jacket would be forwarded as the employee moves from department to department and returned to the Civil Service Commission when the employee separates from the service. In Fiscal Year 1979-80 the Civil Service Commission hopes to finalize plans for the institution of a Central Personnel File and will request funding for this undertaking in the fiscal year 1980-81 Budget Request.



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ANNUAL REPORT

# 1979 80



SAN FRANCISCO CIVIL SERVICE COMMISSION

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October 21, 1980

The Honorable  
Dianne Feinstein, Mayor  
200 City Hall  
San Francisco, CA 94102

Dear Mayor Feinstein:

On behalf of the members of the Civil Service Commission and in accordance with Charter requirement, I am pleased to submit the Annual Report of the Civil Service Commission and its staff for the fiscal year concluding June 30, 1980.

I am certain that you will agree with me and my colleagues on the Commission that this report reflects progress by this agency in meeting both long-standing problems and new challenges with solutions that are in the best interests of the citizens and employees of the City and County of San Francisco.

This past year has been a period of dynamic change for the Merit System in San Francisco and I am pleased to highlight several achievements of your Commission:

1. Performance Evaluation Implementation

City-wide implementation of the performance evaluation system is scheduled for completion by December 1980. This program involves the planning, scheduling and conducting of training sessions for all supervisory personnel in the procedures and methods of writing valid and reliable evaluations; preparing materials, forms and Report Data Cards for all employees; auditing initial reports and writing a critique to each supervisor as a means for follow-up training and on-going sessions for supervisors.

2. Supervisory and Management Training

Two courses are currently being conducted for City employees to improve their supervisory and management skills. Management I is a workshop designed for first and second line supervisors which has been offered weekly since its inception in March 1979. To date over 714 first and second line supervisors have participated in this course.

The Management II course is a three-day workshop developed for mid-managers which has been offered since February 1980. These workshops are designed to improve managerial and supervisory effectiveness. Lectures, video-tapes, interaction among participants and role playing are utilized in the presentation and application of concepts and skills. Management II training has been completed by over 170 employees.





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### III. Office of Revenue Sharing Compliance Agreement

Implementation of the Office of Revenue Sharing Compliance Agreement has dramatically increased the standards and modified the procedures for the selection of City employees. This Agreement is administered by the Civil Service Commission Examination Unit and by the Decentralized Personnel Units in certain major City departments.

The first semi-annual report was submitted to the Office of Revenue Sharing in January 1980 and a second report was submitted on August 1, 1980. Significant aspects of the agreement affecting personnel work is the vigorous recruitment and job analysis procedures, the careful scrutinizing of "promotive only" examinations and the overall detailed monitoring of all parts of the selection process.

### IV. Bilingual Assessment Analysis

The Equal Employment Opportunity Unit has just completed an extensive and comprehensive analysis regarding bilingual services assessment of City departments. This analysis was recently submitted to and approved by the Civil Service Commission. Departmental requests for Designated Bilingual Positions will be reviewed against the findings of the Bilingual Assessment Analysis in order to ascertain the validity of departmental requests.

### V. Establishment of the Police Department Decentralized Personnel Unit

This Unit is charged with the execution of the City's obligation resulting from a Consent Decree settlement. In February, 1980 the first of a number of continuous examinations for Class Q-2 Police Officer was announced. Prior to the beginning of test administration, several pre-examination programs were developed which involved cooperation by the Civil Service Commission and the Police Department with community groups and employee organizations.

This Unit is also responsible for retention of recruits appointed from the 1979 Police Officer examination list. Services provided include remedial classroom training and other training necessary to assist new recruits to successfully complete the program.

### VI. Civil Service Commission Rule Revisions

The most dramatic and probably far reaching revision of personnel rules took place during the last fiscal year. Significant changes were made in the following areas:

A. Elimination of seniority as the sole criteria for limited tenure promotive appointments.

B. Elimination of the closed promotive examination policy by allowing qualified temporary entrance applicants to participate in examinations for appointment to higher level positions.





October 21, 1980

C. The adoption of a limited term transfer rule which permits the movement of personnel from one City agency to another on the basis of peak work loads, shortage of staff, unscheduled work load, etc.

VII. Establishment of the Airport Decentralized Personnel Unit

This Decentralized Personnel Unit was established in June 1979 and is responsible for recruitment and examination activities for specific entrance and promotive classifications found at the San Francisco International Airport. This Unit also has responsibility for initial classification and reclassification of positions allocated to the Airport. This includes the initial screening of requests and preparation of reports and relevant backup data by the Decentralized Unit which is forwarded to the Civil Service Commission Classification Unit for review and final disposition by the Civil Service Commission.

VIII. Training Council

The Civil Service Commission has established a Training Council for City personnel with training responsibilities in order to identify training capabilities throughout the City, to coordinate training efforts and where possible, to make opportunities available to departments which do not have training staff or facilities. Training representatives from 15 departments participate in this Council which meets monthly.

IX. Transfer of Medical Services Unit to San Francisco General Hospital

The Civil Service Commission, with the cooperation of the Retirement System and the Department of Public Health, transferred the medical examination function for City employees from the Commission to the Department of Public Health at the San Francisco General Hospital Medical Center. This move was predicated on the fact that more extensive pre-employment medical examinations could be accomplished at a centralized facility compared to the limited and restricted medical facility located at Polk Street. This move was effective January 1, 1980.

Despite this record of accomplishment, there is much left to be done and it is with great anticipation that we look forward to another year of development of the merit system in San Francisco.

Respectfully submitted,

CIVIL SERVICE COMMISSION



Allen C. Haile, Ph.D.  
President



# THE CIVIL SERVICE COMMISSION

## Membership

The Civil Service Commission is composed of five members (at least one of whom must be a woman) appointed by the Mayor and serving six-year terms of office. Those currently serving on the Civil Service Commission are Allen Haile, Ph.D., President; Louis Hop Lee, Vice President; and Commissioners Carlota Texidor del Portillo, Genevieve Powell, and Darrell J. Salomon.

## Responsibilities

The Civil Service Commission is mandated by Charter to be the employment and personnel department of the City and County that qualifies individuals for appointments to the public service on the basis of merit and fitness as shown by appropriate tests. The Commission classifies and reclassifies all places of employment in City departments, including those exempted by Charter. The Civil Service Commission is authorized to adopt rules which have the force and effect of law to regulate all merit system personnel activities in the City and County. The Commission also has broad powers in resolving complaints of discrimination.

## Meetings & Hearings

During fiscal year 1979-80, the Civil Service Commission met 31 times.

The Commission conducted 23 regular and 8 special meetings in order to review separations from service, classification, salary and wage, in-service, miscellaneous and examination matters. The Commission considered 187 classification and pay items which resulted in the establishment of 1200 new positions. 55 classes were either established, consolidated, or abolished. 80 Salary Ordinance amendments were submitted as a result of Commission action. Among the pay matters considered by the Commission were the surveys of Police, Fire, and Municipal Railway rates of pay. 184 items of in-service activities were reviewed and 38 miscellaneous items. In addition, the Commission considered 53 examination matters. The Commission also ruled on 56 requests for reconsideration of its action.

The Commission reviewed the following 266 separations from service: 62 resignations; 79 terminations of limited tenure appointments, primarily CETA participants; 41 terminations of entrance probationary appointments; 9 terminations of promotive appointments; 10 terminations of temporary Civil Service appointments; and 35 dismissals of permanent employees.

During this fiscal year, the Commission considered 30 appeals of automatic resignations and 105 automatic resignations were administratively processed.



## Budget

The following summarizes expenditures of the Civil Service Commission during the fiscal year ending June 30, 1980.

### Appropriations

Regular Appropriation	\$2,612,550
Programmatic Expenditure Projects	
Fiscal Year 1979-80	66,550
Carry Forward 1978-79	54,527
	<u>121,077</u>
	2,733,627

### Expenditures

Permanent Salaries	1,403,504
Overtime	64
Retroactive Salaries	97,258
Temporary Salaries	60,109
Mandatory Fringe Benefits	381,659
Professional Services	21,012
Local Field Expense	3,315
Office Equipment Maintenance	2,719
Telephone	21,491
Postage	10,185
Copy Machine	4,956
Subscriptions	973
Office Machine Rental	1,283
Advertising	1,443
Office Supplies	13,249
Medical Supplies	1,090
Fuels and Lubricants	404
Equipment Purchase	6,005
Automotive Maintenance	210
Facilities Maintenance	376
Data Processing	286,684
Printing - City Shop	527
Tuition Reimbursement	6,517
Salary Survey	19,235
Police and Fire Exams	75,885
	-----
	\$2,420,153



## Employees

As of June 30, 1980, the Civil Service Commission Department is allocated 109 permanent positions enumerated as follows:

<u>Class Number</u>	<u>Title</u>	<u>Number</u>
0120	Commissioners	5
1202	Personnel Clerk	4
1212	Timeroll Audit Clerk	7
1214	Senior Timeroll Audit Clerk	1
1216	Principal Timeroll Audit Clerk	1
1217	Senior Certification Clerk	1
1231	Associate Affirmative Action Coordinator	1
1232	Training Officer	3
1233	Affirmative Action Specialist	2
1234	Director of Training	1
1235	Affirmative Action Coordinator	1
1240	Assistant Personnel Analyst	11
1242	Personnel Analyst	9
1244	Senior Personnel Analyst	11
1246	Principal Personnel Analyst	9
1248	Assistant Division Manager, Personnel	6
1278	Division Manager, Personnel	2
1279	Chief of Technical Selection Services	1
1284	Assistant Secretary, Civil Service Commission	1
1288	Assistant General Manager, Personnel	1
1292	General Manager, Personnel	1
1402	Junior Clerk	1
1404	Clerk	1
1424	Clerk Typist	9
1426	Senior Clerk Typist	6
1444	Clerk Stenographer	3
1446	Senior Clerk Stenographer	4
1528	Administrative Secretary	1
1760	Offset Machine Operator	1
1764	Mail and Reproduction Service Supervisor	1
1804	Statistician	1
2430	Medical Examination Assistant	2





# CLASSIFICATION

The basic tool of personnel management, position classification, is a systematic means of identifying and describing different kinds of work in terms of primary tasks, duties and responsibilities, and the knowledge, skills and abilities required for their performance. After jobs, or positions, are grouped into classes on the basis of similarity in these respects, specifications delineating the basic characteristics of a class are prepared. In most instances classes are grouped into series providing career opportunities in City employment. This process assures like treatment to similar positions in recruitment, examination, pay, training and promotion. Position classification is the fundamental element in implementing the merit principle of equal pay for equal work.

## Work Program Detail

Name of Program of Function Classification

### Program Description:

This is the central unit responsible for planning, coordinating and conducting the majority of the classification studies of 1,672 classes consisting of 23,148 permanent and 8,000 temporary positions: classification of new positions, reclassification of existing positions, recommendations on the staffing of organization units, classification problems resolution by research and survey, position audits, preparation of reports, letters, memoranda and Salary Ordinance Amendment legislation.

<u>Unit</u>	<u>1979-80 Fiscal Year</u>
A. Classes established, consolidated & abolished	55
B. Position classified/reallocated	1200 (1)*
C. Classification reports calendared/calendar	103 (2)*
D. Salary Ordinance Amendments prepared	80
E. Tenure of Requisitions or Special Project Classification requests acted upon	196 (3)*

### \*NOTES:

- 1) This figure includes 1167 new positions and 33 reclassification actions.
- 2) This figure reflects the following detailed classification actions: 4 personal services contracts, 7 special reports, 24 specification amendments, 33 reclassification actions, 1167 new positions classified,



12 classes abolished, and 9 staff Aide/Assistant, Special Project positions approved.

- 3) This figure includes 165 Tenure of Requisition and 31 Special Project classification requests acted upon.

The Classification Plan consists of all classes established, and it is amended to reflect changes in departmental organization or in duties assigned to positions. During the past year the Classification Section conducted the following major studies in its work to insure that the Plan is an accurate reflection of the current organization.

#### Major Classification Studies

1. Classification staff received a Supplemental Appropriation from the Mayor's Budget Office approving 16 new positions and the reclassification of 5 existing positions for the Department of Public Works. These positions represented the first staffing increment for the department's new Southeast Sewage Treatment facilities. These facilities represent the latest technology in the sewage treatment field and are expected to reach operational status by mid 1982. The most important element of the new facilities will be a high purity oxygen secondary sewage treatment plant which will provide secondary treatment for sewage flow from the east side of the city. This plant is being built by the city in order to meet the sewage treatment requirements of the Environmental Protection Agency and the Water Pollution Control Board of the State of California.

Classification staff had several discussions with representatives of the Department of Public Works and determined that 14 of the 21 positions surveyed could be allocated to existing classifications. The Supplemental Appropriation approved by the Mayor's Office provided for the establishment of two new one-position classifications. After considerable discussion with departmental representatives it was agreed that both new positions could be allocated to one new classification. This decision was primarily based on the fact that both positions include duties and responsibilities as well as minimum qualifications that are sufficiently similar to warrant one class with one rate of pay. Consequently, one new class was established - 5133 Associate Manager, Bureau of Water Pollution Control.

2. For the last several years the function of patrolling municipal operating vehicles including buses, street cars and cable cars had been carried out under a CETA funded program. Due to changes in the federal regulations, it was anticipated that CETA employees would have to be laid off. Consequently, the Police Department requested, through a Supplemental Appropriation, that this important service be continued from ad valorem funds. Following discussions with representatives of the Municipal Railway and Police Department, it was determined that a new class should be adopted. Class 8218 Municipal Transit Police Officer was created and adopted by the



Civil Service Commission. The important characteristics of the new class include patrolling operating municipal transit vehicles, transit stop areas and bus curb zones; protecting municipal transit equipment against vandalism, theft and illegal entry; maintaining order on transit lines and stop areas, issuing parking citations and directing traffic as required. Incumbents in the new class perform limited peace officer duties in narrowly restricted environments and geographic areas. They may also exercise police powers in emergency situations or under the direct supervision of sworn personnel.

3. The San Francisco Police Department received a grant from the Law Enforcement Assistance Administration and CETA Title II monies to implement Project SAFE (Safety Awareness for Everyone). This project is a crime prevention program involving Police personnel and citizens. Project SAFE is an effort by the Police Department to involve citizens with the Police in a joint effort to control, prevent and reduce crime. Its goal is to plan, organize, implement and coordinate a city-wide crime prevention program. Its objectives can be summarized as follows: To expand the channels of communication between law enforcement agencies and residents; to encourage resident participation and develop neighborhood responsibility in crime prevention programs and to educate specific target groups in the community on crime patterns. Funding for this project expired. It was the decision of the Police Department to continue this program. Consequently, the Classification Section was requested to audit 26 positions in the Police Department's Crime Prevention Division. After several discussions with departmental representatives and analysis of pertinent information, it was decided that 4 new classifications be established to continue this effort. The classes established were 8425 Project Coordinator, 8424 Senior Neighborhood Coordinator, 8423 Neighborhood Coordinator and 8422 Assistant Neighborhood Coordinator.

4. Under Charter Section 3.302 the Controller is responsible for the preparation and distribution of an annual financial statement. Included in this report are audited financial statements covering in great detail operations of the various city departments. The general objective of the annual financial statement is to provide quantitative information regarding the city's fiscal condition. The statements provide information for making economic decisions, serve users who rely on such financial statements as their primary source of information and provide factual, interpretative information about transactions used in protecting, comparing and evaluating the city's financial stability. It was the joint conclusion from a study conducted by the Mayor's Office, SPUR and Arthur Young and Co. that the city needed to develop a new form of annual financial reporting. Consequently, the city Controller submitted a Supplemental Appropriation to create a new position of Financial Reports Specialist. A new class - 1679 Financial Reports Specialist - was created with the primary responsibility for directing the diverse and complex fiscal reporting functions of the City and County.



5. A classification survey of positions in the Appeals/Fair Hearings Unit of the Department of Social Services was conducted at the request of the department. Following analysis of pertinent information submitted by the department and a survey of other California county welfare agencies, the staff recommended the adoption of a new Eligibility Appeals Specialist classification to conduct mandated appeals investigations of cases in which a client has appealed his eligibility or grant determination. The department also requested that status to the new class be granted to the incumbents currently performing these duties. The staff, however, recommended that appointments to the new class should be based on competitive examination and not by grant of status. The matter is currently being reviewed by the Office of the City Attorney as to the legality of the issues involved.

6. A new Environmental Review series of classes was established to provide for the staffing of the Office of Environmental Review in the City Planning Department. This office is responsible for analysis of projects for their impact on the urban environment and for development of mitigation measures as mandated by the California Environmental Quality Act and San Francisco Administrative Code. The staff developed three new classes and amended one class specification in the Planner series for positions which perform environmental impact review work.

7. The Classification Division staff in conjunction with the Decentralized Personnel Unit of the Department of Public Health completed a classification study recommending the reorganization of the Billing Departments of San Francisco General Hospital/Medical Center, Laguna Honda Hospital and Community Mental Health Services. The reorganization was effected in order to maximize the efficiency of the staff engaged in billing and collection activities and to enhance the department's ability to reduce its dependence on ad valorem funding. As a result of this survey, a new series of specialized health care billing and collections classes was established, 38 existing positions reallocated and one class specification amended.

8. A supplemental budget for the Municipal Railway was approved for fiscal year 1979-80 for approximately 13 million dollars of which 9.8 million dollars was chargeable to Federal funds. This budget was for the Muni Metro system. These costs were based upon the initiation of Phase I of the Municipal Railway's conversion from surface street cars to Muni Metro subway service. Phase I included the N-Judah line with service of two shifts, 5 days per week. Phase II was scheduled to commence 6 months after the initiation of Phase I and was designed to introduce weekend subway service. Phase II included the addition of Ingleside and Taraval lines and possibly one other line. The supplemental budget included 312 new positions which were considered vital to the successful start-up of operations in the Muni Metro system. These positions varied and reflected administrative, clerical, technical and





maintenance functions. After review and analysis of the duties and responsibilities and several discussions with the department, it was determined that several of these positions be allocated to existing classifications. The duties of some positions could not be described by existing classes and consequently new classifications were established. They are 9197 Signal and Systems Engineer; 7329 Electronics Maintenance Technician Assistant Supervisor; 7288 Signal System Maintenance Superintendent and 9181 Metro Operations Manager.

9. Staff has resolved a long-standing classification problem regarding Technical Instructional Assistant positions at the Community College District. Technical Instructional Assistants are defined as paraprofessionals who assist certificated personnel by providing skilled, technical support services. These classes are exempt from Civil Service provisions in accordance with Charter Section 8.300(a)(2) which was approved by the electorate on November 6, 1973.

The College administrative staff requested a survey of these 14 classifications with a view toward consolidating them into a series of general TIA classifications. After a lengthy study involving job audits and numerous meetings, staff concluded that a general series of Technical Instructional Assistant positions could not adequately reflect the specialized nature of each of these positions. Staff therefore concluded that it was necessary to retain individual classifications as well as to consolidate, abolish, amend or create certain Technical Instructional Assistant classifications.

Another important conclusion of the survey was that the use of one class, 2448 Technical Instructional Assistant, Biological Sciences, as the benchmark class in the collection of salary data, the presentation of data, and the basis for any salary recommendation for the majority of Technical Instructional Assistant classifications was not appropriate for various reasons. The reallocation of benchmark classes most comparable in the discipline for each of the TIA classifications was therefore recommended.

10. The Civil Service classification staff has completed the first phase of the general classification survey for the Mayor's Office of Employment and Training. This office is responsible for administering in 1979 54 million dollars in grant monies. The survey was requested in order to establish permanent Civil Service classifications for these positions and to review all positions to insure that each is properly allocated to an appropriate Civil Service classification. The first draft of the report outlining classification recommendations on approximately 180 administrative staff positions has been published. Employees of the MOET office have reviewed the recommendations and the Commission staff is currently reviewing comments on its findings. Subsequent to this review process, the MOET report will be presented to the Civil Service Commission for final adoption.



In the course of the survey a number of observations and conclusions were made. The most significant of these findings are as follows:

- a) The survey confirmed the need to retain a series of Manpower classifications peculiar to the needs of the Manpower administration.
- b) The current Manpower series is lacking in that the existing four levels of Manpower Specialist I, II, III and IV do not adequately reflect the full range of duties, especially in the areas of overall responsibility for a major Manpower program. Staff is therefore recommending the establishment of a Manpower Specialist V classification to describe the top level management positions in the Manpower organization.
- c) The creation of a class of 1203 Personnel Technician to fulfill the administration's need for a paraprofessional position is recommended.
- d) The establishment of a Management Information series is recommended to reflect the technical and specialized nature of positions in the Management Information Unit.

The survey has confirmed that the administration of the Comprehensive Employment and Training Act is unusually complex and dynamic. The complexity is due to the number of programs administered and the multiplicity of the employment and training issues it addresses.

#### Projected Classification Activities

Maintenance of the Classification Plan is a continuing function of the Classification Division. Departmental requests are always reviewed in terms of the Plan with a view toward the inclusion of new positions in existing classifications. On occasion, new duties are added to a class by means of amendments to specifications. At other times consolidation of 2 or more classes may be appropriate.

The 1980-81 budget for the City and County of San Francisco includes 1,161 new positions and 391 substitute positions which must be reviewed by the Classification Division. Many of these positions will involve in-depth analysis by staff. The creation of new classes and amendments to existing class specifications may be required to meet changing needs within City departments.

Significant projects to be undertaken by the Classification staff during the coming fiscal year (1980-81) include classification activities required under the Municipal Railway reorganization; audit of positions required in the expansion of the Wastewater Program; and creation of a new series of classes of Systems Accountant to meet the personnel needs of the FIRM and FAMIS projects. It is hoped that a major classification survey of the Classified Service can be undertaken during the coming fiscal year. This activity is contingent upon this agency receiving a federal grant which is currently under study and review.



# SALARY STANDARDIZATION

The primary function of the Salary Standardization Section is to survey prevailing rates of pay in private and public jurisdictions as a basis for establishing rates of pay for all City employees according to the provisions of the Charter, as well as implementing and recommending revisions to the administrative provisions of the Salary Standardization Ordinance. Other duties include conducting fringe benefit and specialized surveys at the request of the Civil Service Commission or Board of Supervisors, completing survey questionnaires for other jurisdictions, and implementing the salary plan by coordinating salary matters with all City departments.

Salary standardization is, by Charter, divided into three major categories:

1. Miscellaneous Employees - Charter Sections 8.400, 8.401 and 8.407
2. Municipal Railway Platform Employees - Charter Section 8.404
3. Police and Fire - Charter Section 8.405

Methods of determining pay rates and some of the working conditions for each of the groups are as follows:

## Miscellaneous Employees

Charter Section 8.407 requires the Civil Service Commission to conduct a comprehensive investigation and survey of basic pay rates, wages and salaries, in other governmental jurisdictions and private employment for like work and like service based on job classifications primarily in the Bay Area, and requires the Civil Service Commission to make its findings, based on facts and data collected as to what the generally prevailing pay rates are for each benchmark class. Salary data first must be collected from the Bay Area counties of Alameda, Contra Costa, Marin, San Mateo, San Francisco and Santa Clara. If there is insufficient salary data available from these agencies, the Commission may survey other major public agencies in the state employing such classes where the agency employs more than 3,000 persons. The Charter stipulates that the salary data from public agencies be collected from five Bay Area counties, the ten most populous cities in these counties; agencies of the State and Federal government; and from school districts and other special districts in these counties.

The Commission also collects private basic pay rate data from the recognized governmental Bay Area salary survey of private employers in the City and County of San Francisco and Bay Area counties of Alameda, Contra Costa, Marin, San Mateo and Santa Clara. The data collected is limited to rates of pay and salaries actually being paid by private employers for like work and like service.



Charter Section 8.407 defines the term "prevailing rates of wages" as the rate ranges developed from the weighted average of the midpoints of the basic rates, excluding fringe benefits, for surveyed public employment and the median of the pay rates for private employment. It stipulates that the Board of Supervisors shall not set the maximum rate of pay for any class in excess of the maximum prevailing rate for that class and further provides that no employee shall have his basic pay rate reduced.

A report containing a summary of the preliminary data prepared by the Personnel Department of the Civil Service Commission was available for inspection beginning September 20, 1979. Employee representatives and employees were invited to request salary adjustments supported with any information or data that would justify such adjustments. The data presented was reviewed, analyzed and modified for a period of approximately two months. Salary recommendations were not finalized until a public hearing was held at which time employees, employee organization representatives and representatives of civic, public and professional organizations were given an opportunity to express their views on salary standardization.

The recommended schedules together with the existing schedules of compensation were posted and publicized on January 7, 1980, for a period of two weeks and were also available for inspection in the office of the Civil Service Commission. The proposed schedules of compensation also apply to all non-certificated employees in both the San Francisco Unified School District and the San Francisco Community College District.

The data contained in the report, "Salary and Wage Survey," was obtained from over 40 individual public jurisdictions in California, the Federal Government, the State of California and the Bay Area Salary Survey Committee. It should be noted that the number of employees for the State of California and Federal agencies was limited to agencies in the Six Bay Area Counties.

The Civil Service recommendations were submitted to the Board of Supervisors for their consideration. The Board then adopted these recommendations. The new salary schedules represented increases ranging from 4.5% up to 17%. The average percentage increase granted to all employees was approximately 10.5%.

#### Municipal Railway

The Civil Service Commission staff conducts a survey of street railway and bus systems in the United States operating primarily within the municipalities having a population of not less than 500,000 and each such system normally employing not less than 400 platform employees or coach or bus operators. The Commission then certifies to the Board of Supervisors the average of the two highest wage schedules in effect on July 1 for comparable employees in the systems certified in the report. The Board of Supervisors thereupon fixes a wage schedule which shall not be in excess of the average





of the two highest wage schedules so certified by the Civil Service Commission. The Commission also certifies to the Board of Supervisors the working conditions and the amount equivalent to the dollar value of differentials in the benefits in the Retirement System, Health Service System and Vacation Allowances.

For fiscal year 1979-80, the attached survey which was certified by the Civil Service Commission showed that the Chicago Transit Authority and the San Diego Transit Corporation paid the highest rates for platform personnel as of July 1. The average of the two was \$9.1275 per hour. The Board of Supervisors then adopted this rate. This represented an increase of 4% in the basic wage. Additionally, a Cost of Living adjustment was included in the wage package. This adjustment was based on the increase in the Consumer Price Index in the San Francisco Area.

### Police and Fire

On June 8, 1976, the electorate passed an amendment to Charter Section 8.405 establishing a new method for setting salaries of the uniformed forces in the Police and Fire Departments. Under this method, the Civil Service Commission is required to survey and certify to the Board of Supervisors rates of compensation paid Police Officers employed in the Police Departments in all cities with a population of 350,000 or over in the State of California. The rate to be certified is the average of the maximum rates paid to each Police Officer classification performing the same or essentially the same duties as Police Officers in the City and County of San Francisco; further, this certified rate is to be the rate of compensation payable for the fourth year of service in the class of Police Officer. The rate of pay for the first, second and third year of service for Police Officers is to be established in accordance with the general percentage differential between seniority steps found in the salary ranges included in the cities surveyed.

The same method is used for determining salaries for Fire Fighters. The principal of pay parity between the basic classifications of Police Officer and Fire Fighter is continued in this amendment. For the year 1979-80, the rate paid Police Officers and Fire Fighters was \$1580-1829 per month. This represented an increase of 5.4% in the basic wage.



JULY 1979

JURISDICTIONS SURVEYED WITH HOURLY RATES - SALARY SURVEY PLATFORM EMPLOYEES OF THE MUNICIPAL RAILWAY (CHARTER SECTION 8.404)			Max. Hrly. Rate Effec. 7/1/79
Municipality	Operators	Transit Company	
San Diego, CA	647	San Diego Transit Corporation	\$9.53
Chicago, IL	5347	Chicago Transit Authority	8.725
Kansas City, MO	427	Kansas City Area Transportation Authority	8.373
Detroit, MI	1235	Detroit Department of Transportation	8.31
Washington, DC	1250	Washington Metropolitan Area Transit Company	8.14
Baltimore, MD	1450	Mars Transit Administration	8.035
Seattle, WA	1250	Municipality of Metropolitan Seattle	8.00
St. Louis, Mo	1443	Bi-State Development Agency	7.73
Milwaukee, WI	956	Milwaukee County Transit System	7.70
Los Angeles, CA	4643	Southern California Rapid Transit System	7.61
Denver, CO	894	Regional Transportation District	7.60
Philadelphia, PA	2568	South Eastern Pennsylvania Transportation Authority	7.558
Cleveland, OH	1282	Greater Cleveland Regional Transit Authority	7.55
Boston, MA	2174	Massachusetts Bay Transportation Authority	7.4625
Pittsburg, PA	1680	Port Authority of Allegheny County	7.46
Brooklyn, NY	4991	New York City Transit Authority	6.73
Manhattan, NY	3720	Manhattan & Bronx Surface Transit Operating Authority	6.7325
Houston, TX	740	Houtran, Inc.	6.63
New Orleans, LA	800	New Orleans Public Service, Inc.	6.505
Columbus, OH	402	Central Ohio Transit Authority	6.50
Dallas, TX	556	Dallas Transit System	5.88
San Antonio, TX	553	VIA Metropolitan Transit	5.76



## POLICE AND FIRE SURVEY

July 24, 1979

CITY	CLASS TITLE	POS.	MONTHLY SALARY STEPS				OFF. ON 2-WHEEL M/C DUTY	ADDITIONAL MONTHLY COMPENSATION	
Long Beach	Police Officer	650	1464	1545	1629	1719	1813	3	99
Los Angeles	Police Officer II	3053	----	1670	1764	1864	1968	322	226
	Police Officer III	1801	----	1764	1864	1968	2078	---	---
Oakland	Police Officer	480	1644	1706	1765	1826	1887	30	94
San Diego	Police Officer II	719	1341	1404	1471	1546	1619	27	63
San Jose	Police Officer	586	1322	1389	1458	1531	1608	44	80
Long Beach	Firefighter	450	1464	1545	1629	1719	1813		
Los Angeles	Firefighter II	1721	----	1559	1649	1744	1839		
Oakland	Firefighter	314	----	1582	1636	1694	1747		
San Diego	Firefighter	348	1301	1364	1430	1503	1569		
San Jose	Firefighter	210	1285	1349	1415	1487	1561		
San Francisco	Police Officer	1257	----	1498	1573	1652	1735	--	105
San Francisco	Firefighter	1150	----	1498	1573	1652	1735	--	---

 $562 + 5 = \$112$  Average  
Additional Rate For  
2-Wheel M/C Duty



# Examinations

## Reorganization

Following a change in Division administration, the Division was reorganized in October 1979. The Maintenance and Standardized Testing, Continuous Testing, and Security and Special Projects Units were abolished and the work reassigned to two general purpose units, each under an Assistant Division Manager. All staff were reassigned to the new Units except for a small Compliance Review Unit (see under ORS below).

## Staffing

The Division lost 14 CETA Assistant Personnel Analyst positions during the fiscal year following a change in CETA funding requirements. (The remaining 3 CETA Assistant Analysts must be layed off or transitioned to regular employment by September, 1980). This one-third reduction in professional staff has severely impacted upon the Division's ability to carry out a full work program.

A supplemental appropriation which would establish a Test Validation Unit was approved. This Unit will be staffed and in operation in the next fiscal year.

## Examination Highlights

The Police Officer eligible list which had been initiated by the Division was adopted following transfer to a new Decentralized Personnel Unit at the Police Department. Eligible lists were adopted by the Division in the following critical areas:

1. Civil Engineering Assistant Series
2. Professional Engineer Series
3. Station Agent Series
4. Data Processing Series
5. Cable Car Division Manager
6. Airfield Safety Officers
7. Senior Deputy Sheriff

A total of 107 eligible lists were adopted, with 1,747 eligibles.

Examinations were initiated during the fiscal year for Municipal Transit Operator and for the professional Accountant series.





## Office of Revenue Sharing Compliance Agreement

The City and County entered into a Compliance Agreement with the federal Office of Revenue Sharing (ORS) on June 5, 1979. A major portion of this Agreement affects the work of the Division. The Agreement contains rigorous standards for the employee selection process which must be adhered to by the Division and by Decentralized Personnel Units in certain major Departments, whose work is monitored by the Division.

At the time of the October, 1979 reorganization, a small Compliance Review Unit was established to monitor the selection procedures of the Division and of the Decentralized Personnel Units. This Unit provided liaison with the Decentralized Units and with the Civil Service Equal Employment Opportunity Unit. In addition, the Unit prepared research reports on technical matters. The major research studies undertaken by the Unit led to standardization of job analysis procedures and the establishment of compliance review guidelines for the use of all testing Analysts. Following the completion of the latter project, the Unit was disbanded and the compliance review function transferred to the regular administrative review procedures.

Significant aspects of the Agreement affecting the work of the Division include more rigorous recruitment and job analysis procedures (all examinations are supported by job analysis); the elimination of promotional-only examinations, except where provided by law; and detailed monitoring of all parts of the selection process.

The first semi-annual report was submitted to the ORS in January, 1980, with the second report due on August 1, 1980. The First report indicated that the Division and the Decentralized Personnel Units were in general conformance to the terms of the Agreement.

### Merit System Services Review

Beginning in March, State Merit System Services reviewed the Division's work as applicable to the selection process as impacting upon the Departments of Public Health and Social Services. This periodic review stems from federal and state funding procedures.

Following the review process a formal report was issued which included findings that the employee selection procedures of the Division and of the Decentralized Personnel Units of the affected Department are in substantial compliance with state requirements.

### Decentralized Personnel Units (DCU's)

The DCU's at the Public Health and Social Services Departments continued in operation during the fiscal year with continued success in providing testing services for those Departments, and certain testing services for City-wide classifications.



During the year new DCU's were established at the Police Department - for uniformed force classifications only - and at the San Francisco International Airport.

The Division continues to monitor the work of the DCU's, especially through the guidelines established by the Compliance Review Unit.

#### Compliance Agency Reviews

The monitoring of complaints received from compliance agencies, except for the ORS, was transferred to the Civil Service Equal Employment Opportunity Unit on January 1, 1980. During the first six months of the fiscal year the Division monitored some 25 such reviews.



# TRAINING

The Training Unit has responsibility for the following objectives:

1. To complete City-wide implementation of Performance Evaluation and to establish a system for monitoring the program as mandated by the Charter.
2. To develop programs and provide training in supervisory and management skills.
3. To coordinate, through the Training Council, training efforts throughout the City. Special attention will be given to making training opportunities available to all departments.
4. To act as a clearing house and communications center for training information.

Progress in accomplishing these objectives during the past year is described below.

## Performance Evaluation Implementation

Complete City-wide implementation of the Performance Evaluation System was targeted for November, 1979. However, reduction in staff and the full-time assignment of two and a half Training Officers to conducting management workshops has delayed this by one year.

Implementation has three phases. The first consists of planning, scheduling and conducting training sessions for all supervisory personnel in the procedures and methods of writing valid and reliable evaluations; preparing materials, forms and Report Data Cards for all employees; auditing initial reports and writing a critique to each supervisor as a means of follow-up training. On-going training sessions are offered for newly-appointed supervisors.

The second phase is establishing the Maintenance System by which reports are generated on a regular basis. Clerical staff in each department, each bureau in larger departments, are trained in procedures for preparing and sending evaluations forms, recording their receipt and filing.

The third phase is a periodic audit of the system in each department. Scheduled audits will begin this year in order to monitor the continuity of the system and the quality of the evaluations. This becomes all the more important now that performance evaluations have become a factor in the examination process and selective certification.



During the Year, two of the twelve departments implemented were the Department of Public Works and Muni. Because of their size and complexity, implementation was a long-term project, requiring careful planning, training sessions extended over several weeks, coordination and oversight of preparation of materials at all stages, auditing the reports for thousands of employees. Both departments were in the process of significant reorganization which compounded the difficulties of implementation because of reassignment of management and personnel.

Two other conditions contributed to extending the date targeted for City-wide implementation. Several departments failed to cooperate in the initial implementation and in some departments the maintenance system was discontinued. This necessitated, in the first instance, repeating the entire process and in the second, re-training maintenance personnel and up-dating the files.

Every effort is being made to complete implementation by December, 1980.

<u>Program Outputs</u>	<u>7/1/79- 6/30/80</u>
1. Supervisors trained (12 departments) (41 training sessions)	519
2. Evaluations prepared/ Recorded	8,109
3. Evaluations critiqued	9,241
4. Employees in Maintenance	6,164
5. Maintenance personnel Trained	46

#### Supervisory and Management Training

The Training Unit now conducts two workshops in supervisory and management skills. Management I, designed for first and second line supervisors, was offered weekly since its inception in March through December. During the fall, as a result of staff assessment of the course and in response to numerous suggestions of participants, the content and design were modified and the course was expanded to three days. Since January, 1980, this three-day workshop has been offered on alternate weeks with Management II.

During the Fall, the Training Staff completed development of the Management II course, a three-day workshop designed for mid-managers. Staff developed the course content, designed the materials, the instructor and participant manuals. Management II has been offered since February, 1980.





The workshops are designed to improve managerial and supervisory effectiveness. Lecture, videotapes, interaction among the participants, role play, group and individual problem-solving exercises are utilized in the presentation and application of concepts and skills.

Both courses are conducted at Golden Gate University, the facilities made available through the personal concern of Otto Butz, President, and Randy Hamilton, Dean of the Graduate School of Public Administration.

The development of these two training programs completes the collaborative project initiated in 1978 by the Committee for San Francisco and greatly assisted by the training personnel of Pacific Telephone Company and Bank of America.

<u>Program Outputs</u>	<u>7/1/79- 6/30/80</u>	<u>2/13/80- 6/30/80</u>
Management I		
Supervisors trained in 32 Workshops	361	
Management II		
Mid- Managers trained in 11 Workshops		130

#### Management Performance Evaluation

In March, 1980, work began on the development of an evaluation program for top management. Strongly supported by the Mayor, this is a joint project of the Training Unit and the Mayor's Staff funded by a grant under the Intergovernmental Personnel Act. A comprehensive system is being designed to link the Management-by-Objectives program to documentation of accountability according to administrative and management performance measures. Implementation in the twelve MBO-installed departments is scheduled to begin in September.

#### Test Taking Techniques Course

To meet one requirement of the Office of Revenue Sharing Compliance Agreement, a series of courses in Test Taking Techniques was planned to assist Limited Tenure employees in the examination process and hopefully to transition to permanent appointments. The courses were conducted by faculty of the Civil Service College. Four courses, consisting of six two-hour sessions, were held between November and June. Two additional courses are scheduled for the Fall.



<u>Program Outputs</u>	<u>11/7/79 - 6/11/80 No. of Participants</u>
Nov. 7 - Dec. 12	26
Feb. 6 - Mar. 12	31
Mar. 19 - Apr. 30	18
May 5 - June 11	<u>43</u>
Total	118

### Training Council

Under the aegis of this Unit, a Training Council was established in February 1979. Its purpose is to bring together persons responsible for training in departments in order to identify training capabilities throughout the City, to coordinate training efforts and, where possible, to make opportunities available to departments which do not have training staff or facilities. The Training Council creates a forum for the exchange of professional knowledge and information, for the development of a cohesive training program and for exploration of ways and means to respond to training needs effectively. Recently the Council has been concerned with the need to formulate training policy and the assessment of materials by which to provide affirmative action training.

Training representatives from fifteen departments participate in the Training Council which meets on the fourth Thursday of each month.

### Training Communications

In order to serve as a clearing house and communications center, the Training Unit developed a communications strategy through which training information could be disseminated to all departments. Each Appointing Officer, upon our request, designated a training liaison who has become the contact for information and coordination.

Publication of a Training Bulletin began last August and was followed by three issues. The Bulletin announced courses being offered in various departments and invited participation. The effectiveness of this effort is still to be evaluated.



# LABOR RELATIONS

The Labor Relations Section performs functions required by the Employee Relations Ordinance of the City and County of San Francisco. These functions include certifying the appropriate employee organization to represent employees grouped by class into bargaining units, investigating charges of Unfair Labor Practices and processing all matters which require a hearing before an Administrative Law Judge. The Commission assumed these impartial or neutral labor relations responsibilities in August 1976. In the initial stages of program implementation, the major program goal was to establish rules and regulations for the program's operation and to certify employee organizations as the official representative for bargaining units. Currently, however, although the certification process has continued major emphasis has shifted to handling Unfair Labor Practice Charges and other disputes requiring an Administrative Law Judge hearing.

## Certifications For Employee Organizations

In accordance with the Employee Relations Ordinance, the Labor Relations Section certifies an employee organization as the recognized or official representative for employees through either the election process or by verifying historical representation for the organization. Such recognition or certification entitles the employee organization to rights and responsibilities as specified in the Employee Relations Ordinance.

An employee organization wishing to represent a group of City employees initiates the election process by petitioning the Labor Relations Section to hold an election to determine the official or recognized representative for the employee bargaining unit. After receipt of a valid petition, staff chairs a pre-election conference of all concerned parties to determine the date, time, place of election and voter eligibility. Subsequently, a representative from the Employee Relations Division and a representative from the petitioning employee organization sign a formal election agreement which is witnessed by Commission staff. At the voting sites, the State Conciliation Service acts as the election agent by distributing ballots and tabulating the results after the polls close. A majority of those voting determines the results. After resolving any protest over the conduct of the election, the Labor Relations Section formally certifies the elected employee organization to represent the group of employees in their labor relations with the City and County. Commission staff also conducts decertification or recall elections. This occurs when a group of employees or an employee organization petitions for an election to be held to decertify or recall the current elected representative.

An employee organization may also gain recognition status by submitting documents proving that the organization has historically represented employees in the bargaining unit. After researching the matter, the Labor Relations unit certifies the organization as the official representative or, if the



matter is under dispute, orders that an employee election be held to determine the matter. During the past fiscal year thirteen certifications or de-certifications have been completed by Commission staff.

#### Unfair Labor Practice Charges

The Labor Relations Section also investigates Unfair Labor Practice Charges and attempts to reconcile the parties. Staff investigates the charges by reviewing reports, records and other documents and conducting interviews. When necessary, further information or specification is requested from either the charging or charged party. After thoroughly reviewing the charge, staff attempts to mediate or assist the parties in reconciling the dispute. If mediation is unsuccessful, the Labor Relations Section submits a written report of the findings to the General Manager, Personnel, recommending either dismissal of the charge, in whole or part, or referral to an Administrative Law Judge. If a hearing is required, staff conducts a meeting with the parties prior to the hearing in order to clarify the issues. Twelve Unfair Labor Practice Charges were investigated and resolved by staff in fiscal year 1979-80.

#### Administrative Law Judge Hearings

Under the Ordinance, the Labor Relations Section is responsible for processing other matters which require resolution by an Administrative Law Judge. Such matters include disputes initiated by an employee or the employee's supervisor over the employee's unit designation and disputes over the interpretation or application of provisions of Memoranda of Understanding. Additionally, Administrative Law Judge hearings are required to examine complaints regarding abridgement of management or employee rights which are set forth in the Ordinance. Staff reviews these disputes, attempts to reconcile the parties and, if unsuccessful, refers the matter onto an Administrative Law Judge for final resolution. Prior to the hearing, staff chairs a meeting of the parties to clarify the issues and to make any other necessary arrangements. In the past fiscal year, staff reviewed and helped to mediate twenty-one disputes over unit designations.





# Equal Employment Opportunity

During fiscal year 1979-80 the Equal Employment Opportunity (EEO) Unit of the Civil Service Commission assumed additional responsibilities pursuant to the Office of Revenue Sharing (O.R.S.) Compliance Agreement. This called for the generation of 40 separate Departmental Affirmative Action Plans.

For the first time, every City department, commission, and bureau is required to prepare and implement a Departmental Affirmative Action Plan. The EEO Unit developed an outline for Departmental Affirmative Action Plans and has assisted each department to develop the plans by individual work sessions, follow up problem solving and additional prepared written materials.

## I. Bilingual Assessment Analysis

To comply with the Office of Revenue Sharing Agreement, a Bilingual Services and Personnel Questionnaire was sent to all City departments in October of 1979. After reviewing their responses, the departments with 5% or more non-English speaking clientele were identified.

Some departments claimed less than 5% of their clientele to be non-English speaking or that they have no public contact positions.

The information requested of each department was:

1. Services Offered to the Public -
2. Needs Assessment of Bilingual Services/Personnel -
3. Subcontracting of Services -
4. Grievance Channels -
5. Personnel Staffing/Bilingual Personnel -

Said information has been compiled. Follow-up meetings have been held to review the responses and to add information. An analysis will be completed by July 31, 1980, and submitted to the Civil Service Commission for its review and action.

## II. Bilingual Testing

Another provision of the Office of Revenue Sharing Compliance Agreement was that all employees receiving bilingual premiums for fiscal year 1979-80 had to be tested for their second language proficiency. This testing has been completed. The language proficiency examinations will be administered on a continuous basis.

## III. Bilingual Designated Positions

Each year the Civil Service Commission approves various departments' "Designated Bilingual Positions." This allows the department to pay employees



a premium (\$10.00 bi-weekly) for using a specified second language at least ten hours bi-weekly on their job.

This year the departmental requests for bilingual positions will be reviewed against the findings of the Bilingual Assessment Analysis and will be submitted to the Civil Service Commission prior to September 30, 1980, for their review and action.

The EEO Unit was also responsible for conducting an annual survey of all civil service employees. The 1980 Workforce Composition Survey (EEO-4) reported 25,398 employments, exclusive of paraprofessionals in the School and College Districts. This reflects a continuous decline in the total number of City employees, down 2.7% from 1979's 26,085. In spite of this reduction, the representation of minorities and women continue to increase the group making the greatest increase being Hispanic males.

	1979	1980
White	53.9%	52.5%
Black	23.5%	23.4%
Hispanic	6.1%	6.7%
Asian	9.8%	10.4%
Filipino	6.3%	6.7%
American Indian	0.3%	0.3%
Male	65.4%	65.0%
Female	34.6%	35.0%

#### Tuition Reimbursement

\$25,000 was appropriated by the Board of Supervisors for the Tuition Reimbursement Program. 120 City employees were given financial support for participating in educational programs to improve their current or potential employment skills. Courses of study included Master Degrees in Public Administration, Business Administration, and Social Work, specialized course-work in computer science and engineering, and various Bachelors Degree programs.



## CETA/Civil Service Interface Training Program

Two of the three remaining programs, Environmental Health Inspector Training Program - Department of Public Health, and Transit Information Clerk Training Program - MUNI Railway, have successfully transitioned trainees to equivalent Civil Service permanent positions. Due to shortage of CETA funds, deadline for final remaining program, Rehabilitation Counselor Training Program, is September, 1980.

## Announcement Reviews

61 announcement reviews were conducted during the fiscal year.

## Written Inquiries

Increased to 850-900 written inquiries due to opening of popular positions: Transit Operator, Police Officer, Accountant... Majority of inquiries deal with law enforcement related positions.

Due to rescission of residency requirements for majority of Civil Service positions, and 3 additions to EEO staff, recruitment activities have expanded beyond City boundaries.

Additionally, San Francisco community and media contacts have been maintained and strengthened for maximum utilization by EEO staff.

## Recruitment

A major component of the EEO Unit's programs includes minority counseling outreach recruitment and special job search and placement efforts. The counseling program, serving nearly 2,500 persons this year, is available to minorities and women seeking entry and career employment. This service is enhanced by the availability of counselors who are fluent in Cantonese and Spanish as well as English. The recruitment program reaches approximately 200 employment related agencies through regular mailings of examination announcements, and by in-person contacts as appropriate. Additionally, Civil Service recruiters appear at college and university career days, High Schools, job fairs and other candidate contact events. Finally, several minority oriented media organizations carry Civil Service employment announcements in English as well as Spanish and Cantonese.

## Discrimination Complaints

During the period July 1979 to July 1980, twenty-four complaints were received by the EEO Unit that required detailed investigation and documentation, in addition approximately one dozen complaints were filed that were resolved informally through arbitration with departmental personnel. Pursuant to the O.R.S. Compliance Agreement a new discrimination complaint rule has been drafted that will be calendared before the Civil Service Commission in September, 1980, for Commission approval



# APPOINTMENTS BY STATUS, RACE, SEX

July 1, 1979 to June 30, 1980

Race/Ethnicity	Certified Permanent		Certified Temporary		non-CETA Limited Tenure		CETA		Total
	Male	Female	Sum	Male	Female	Sum	Male	Female	Sum
White %	653 33.1	303 15.3	956 48.4	156 29.4	77 14.5	233 44.0	382 32.3	216 18.2	598 50.5
Black %	213 10.8	175 8.9	388 19.7	80 15.1	54 10.2	134 25.3	113 9.5	89 7.5	202 17.1
Hispanic %	89 4.5	52 2.6	141 7.1	25 4.7	9 1.7	34 6.4	53 4.5	43 3.6	96 8.1
Asian %	157 8.0	121 6.1	278 14.1	44 8.3	27 5.1	71 13.4	80 6.8	78 6.6	158 13.3
Filipino %	86 4.4	110 5.6	196 9.9	24 4.5	29 5.5	53 10.0	51 4.3	69 5.8	120 10.1
Amer. Ind. %	10 0.5	5 0.3	15 0.8	3 0.6	2 0.4	5 0.9	4 0.3	6 0.5	10 0.8
Total %	1208 61.2	766 38.8	1974 100.0	332 62.6	198 37.4	530 100.0	683 57.7	501 42.3	1184 100.0
							549 54.6	456 45.4	1005 100.0
									4693





# Medical Services

The Medical Center staff provided entrance and promotive medical examinations as well as special motor vehicle license examinations. In addition consultative examinations required under Civil Service Commission Rule 22 pertaining to sick leave and the capacity of employees to perform their work were conducted.

In order to provide improved facilities and for expanded availability of medical resources, the Medical Examination function was transferred to the Department of Public Health, Employee Health Service, at the San Francisco General Hospital/Medical Center in January, 1980.

## PERFORMANCE DATA OF THE CIVIL SERVICE MEDICAL EXAMINATION CENTER

JULY 1, 1979-JANUARY 1, 1980

### CIVIL SERVICE COMMISSION

Pre-employment Examinations (Entrance and Promotion)	1,634
Class II Drivers License Examinations	183
Special Examinations (Civil Service Commission Rule 22 and Disability Transfers)	40
Total:	1,857

### CETA

Pre-employment Examinations	663
Class II Drivers License Examinations	2
Total:	665

Rejection for employment, initial	13
By disease category: Musculo Skeletal	2
Neuropsychiatric	1
Internal diseases	3
Failure to Meet Statutory Requirements	3
Failure to Complete Medical	4
Condition Corrected:	1
Net Rejects:	12



# TIMEROLL AUDIT

Auditing and certification of all timerolls submitted by every City and County agency is required of the Civil Service Commission by Section 8.400 of the Charter. The Charter mandates Civil Service to verify that all persons whose names appear on payrolls have been legally appointed to and are employed in positions legally established under the Charter. The Controller is enjoined by the Charter from releasing payment when the Civil Service Commission disapproves a timeroll.

Civil Service Commission Timeroll Audit Unit has the responsibility of carrying out this Charter requirement. In addition, this section must approve permanent and temporary requisitions, and maintains personnel records of permanent employees.

There are approximately 33,000 permanent and temporary employees in the City and County service generating approximately 450 timerolls which must be manually audited every two weeks to insure that employees are promptly and properly compensated. In addition, the Timeroll Audit Unit is responsible for the processing of supplementary timerolls, payroll corrections and in-lieu payment requests. The flow of timerolls overlaps biweekly pay periods which reduces the time for vital record-keeping.

## Positive Timekeeping

"Anticipated" timerolls are submitted before the end of the pay period and the last portion of the timeroll has to be predicted. Any errors of attendance during this period have to be corrected in the following timeroll. Since this procedure increases the chance of error as corrections are entered, it would be a more efficient process if all timerolls were on a "positive" basis to reduce corrections. Positive timerolls would be turned in after the close of the pay period with less chance of error and would significantly reduce the number of corrections which must be posted. The Civil Service Commission Personnel Department has converted its timeroll from an anticipated basis to positive posting and a major goal for the future is to eliminate anticipation of timerolls on a City-wide basis.

## Data Processing

Computerized auditing of timerolls and the maintaining of sick leave and vacation accounts of employees is forthcoming and the staff of the Timeroll Audit Unit is making a concerted effort to update records and keep them current for the transition from manual to computerized record-keeping.



A computerized payroll program has been initiated at the Recreation and Parks Department using a modified MSA Payroll system. This method of payroll accounting requires a precise procedure for reporting employees time. It requires a retraining program for the personnel payroll clerks. Other departments will be incorporated into the system as experience is gained. Phase two of this concept is to incorporate the personnel portion of the MSA program with the payroll package and maintain an employee's personnel record in an "on line" computer. This will require major changes in Civil Service procedures to utilize the program efficiently.

TIMEROLL AUDIT	
PROGRAM OUTPUTS	
FISCAL YEAR 1979-80	
Employees on Timerolls	29,931
Timerolls Audited	26,275
Requisitions	19,225
Personnel Transactions Recorded	25,350
(i.e. appointments, separations, reassignments, in lieu payments, leaves, suspensions)	



# CERTIFICATION

The Certification Unit maintains and canvasses Civil Service registers of eligibles (eligible lists). When a personnel requisition is received in the Certification Unit, the eligible list for the class requested is canvassed and the name or names of the eligibles under the Rule of Three (3) or by selective certification are sent or "certified" to the appointing officer for consideration to fill the vacancy. Lists adopted prior to December 6, 1976, continue under the Rule of One (1) until they expire. When an eligible is appointed, the Certification Unit validates the appointment.

In November, 1979, Proposition C was approved by the electorate which amended Charter Section 8.329 as to the rights of temporary employees to permanent positions. This amendment as implemented by Civil Service Rules, provides for selective certification in that employees certified to temporary positions from an eligible list who had satisfactory service with the City for six months or for another designated time period would be entitled to be appointed to a permanent position in that same class before persons having higher rank who had not been appointed to a permanent City position.

CERTIFICATION PROGRAM OUTPUTS FISCAL YEAR 1979-80	
Eligibles Certified	13,777
Appointments Validated	3,089
Separations Recorded	5,345
Number of Eligibles on New Lists	3,285
Number of Eligibles on All Lists	23,000





# Committee & Special Project Reports

## DECENTRALIZED PERSONNEL UNITS

### Airport Decentralized Personnel Unit

The San Francisco International Airport Decentralized Personnel Unit was established in June, 1979, with the signing of a memorandum of understanding between the Civil Service Commission and the Airport by John J. Walsh, General Manager, Personnel and Richard Heath, Director of Airports.

The Airport Decentralized Personnel Unit is responsible for recruitment and examination activities for specific entrances and first level promotive classes directly related to the Airport, including the preparation of examination announcements, the receipt and evaluation of applications and the administration of the examinations, subject to the review and approval of Civil Service staff. The Airport Decentralized Personnel Unit is also responsible for the classification and reclassification of Airport positions, including the initial screening of requests and the preparation of draft reports and relevant back-up data for purposes of consultation and approval of the Civil Service classification staff prior to review and final disposition by the Civil Service Commission.

Commencing with a slow start due to difficulties in fully staffing the unit, by the end of the year the unit was operating and functional. An examination for Clerk Stenographer was completed and examinations for Airport Electrician Supervisor and Head Airport Electrician were well underway. Preliminary analysis of the Planner III, Airport Police Sergeant and Airport Police Lieutenant classes was also begun.

A reorganization of the Airport, and the decision to reallocate many existing positions to the permanent Airport budget which had previously been funded through I.D., Work Order, etc. necessitated many classification and reclassification activities. At this point in time, much progress is being made on the classification and reclassification of these positions.

### Police Department Decentralized Personnel Unit

The San Francisco Police Department Decentralized Personnel Unit was established in October, 1979, as a result of an order issued by the Federal Court Judge Robert Peckham and is known as the "Consent Decree Division." The unit was charged with the execution of the city's obligation resulting from the Consent Decree settlement of the Officers for Justice, et al., v.



San Francisco Civil Service litigation. The Unit budget was approved by the Mayor and Board of Supervisors in January, 1980.

The first major task of the unit was to create mechanisms necessary to recruit for and administer the entry level Police Officer (Q-2) examination on a continuous basis. In February, 1980 Chief of Police Murphy announced the official opening of the continuous examination for Police Officer. By early March more than 1,000 qualified applications had been received. Prior to the beginning of test administration several pre-examination training programs were offered cooperatively by the Police Department and several community groups and employee associations.

In May the first administration of the new audio-visual examination took place. In June an all new oral examination was held. Tentatively, the new list of eligibles resulting from this process includes 19% women and 48% racial and ethnic minorities.

The Consent Decree program is also responsible for retention of recruits appointed from the 1979 Q-2 examination. These services include remedial classroom training counseling, and other services necessary to assist new recruits to succeed during their training. By June, of the 179 recruits appointed from the 1979 examination, the composition of those actively in training included 34% women and 50% racial and ethnic minorities.

The 1980-81 Consent Decree program will include continuing recruitment and administration of the Q-2 examination as well as development and administration of the first new Captains examination in several decades.

The success of the Consent Decree program to date reflects the Departments strong commitment to voluntary affirmative action efforts leading to a well integrated work force.

#### Public Health Decentralized Personnel Unit

The Public Health Decentralized Personnel Unit was established in 1973 through a memorandum of understanding with the Civil Service Commission. This memorandum enabled the unit to develop and administer entrance level and first-level promotive examinations for classifications found predominantly within the Department of Public Health. During the 1979-80 fiscal year, the work of this unit has also included the development and administration of examinations for some higher level professional and middle management classifications. Furthermore, many of the entrance level professional and technical classifications have a high-volume of turnover, necessitating the scheduling of many examinations on a continuous basis.



In order to provide eligible lists to meet these needs, Unit staff works closely with personnel of all Public Health divisions.

Examination Program --

- Program Outputs

7/01/79 - 6/30/80

1. Applications received and screened	1,663
2. Eligibles on Lists	511
3. Eligible Lists	81

Promotive/Entrance/Combined

4. Examination Announcements Issued	1	21	17
5. Announcements Re-issued		13	4

<u>- Examination Type</u>	<u>No. of Exams Administered</u>	<u>No. of Examination Participants</u>
a. Written	4	80
b. Oral appriasal	75	532
*c. Performance	10	81
d. Strength	1	3
e. Merit & Seniority Ratings	6	48
f. Foreign Language Proficiency	1	47
g. Training & Experience Evaluation	<u>3</u>	<u>21</u>
Totals	100	812

\*Performance statistics do not include typing or shorthand tests administered and processed by the S. F. Community College District.

Classification Program -- Analysts in the Public Health Decentralized Personnel Unit are also responsible for classification studies of positions within the Department of Public Health.

Draft reports are prepared based on analysis of information relevant to the particular request under review. The various types of requests include: classifying new positions, reclassifying existing positions, creating and abolishing classifications, revising class specifications responding to surveys from other jurisdictions, and other related matters.



## Social Services Decentralized Personnel Unit

The Decentralized Unit was established in November 1978 with the signing of a memorandum of understanding between the Department and the Civil Service Commission. During our second year the posting and adoption of eligible lists for Class 2903 Eligibility Worker and 2969 Assistant Director were highlights. The former list and an eligible list for Class 2905 Senior Eligibility Worker have meant the elimination of all limited tenure appointments in these two important classes. In addition to examinations for departmental positions, the Unit developed and administered two city-wide examinations: 1708 Senior Telephone Operator and 1408 Principal Clerk. As departmental requirements permit, the Unit will continue to perform this city-wide service.

In all examination matters close coordination with Commission staff has been essential. Special areas of concern involved C.S.C. monitoring of and support in the job analysis function and O.R.S. compliance. This arrangement has worked well and been a substantial benefit to analysts assigned to the Decentralized Unit.

<u>- Program Outputs</u>		<u>7/01/79 - 6/30/80</u>
1. Applications received and screened		4,690
2. Eligibles on List		1,538
3. Eligible Lists		12
		<u>Promotive/Entrance</u>
4. Examination Announcements Issued		7      12
<u>- Examination Type</u>	<u>No. of Examinations Administered</u>	<u>No. of Examination Participants</u>
a. Written	7	2,271
b. Oral Appraisal Interview	12	1,957
c. Merit & Seniority Ratings	<u>8</u>	<u>1,149</u>
Totals	27	5,377





## ADMINISTRATIVE SERVICES

### In-Service Activities

The In-Service Activities Section provides information and interpretation to City departments, employees and the general public on Civil Service rules and regulations, the Salary Standardization Ordinance, Civil Service provisions of the Charter, and other personnel-related ordinances or documents. Additionally, the In-Service Activities Officer reviews and approves or recommends to the Civil Service Commission on a wide variety of personnel matters, including rates of pay and salary adjustments, approval of assault pay for employees injured on the job, employee grievances, leaves of absence, reductions in force and other issues which clearly do not fall within the jurisdiction of other Civil Service offices.

### Mail and Reproduction Services

The Mail and Reproduction Unit is an in-plant printing and distribution center for the Civil Service Commission. The functions of this Unit are as follows:

1. Prints forms, examinations, reports, training materials and employment information, etc.
2. Disseminates official Civil Service Commission policy documents, business materials, and employment information to City departments, employees, employee organizations, public, and governmental agencies.
3. Picks up inter-department business materials, sorts and delivers to the proper destinations. These destinations include: Civil Service Commission Units, Civil Service Commissioners, and City departments.
4. Processes and distributes incoming mail.
5. Picks up, sorts and stamps outgoing mail.

MAIL DISTRIBUTION BY MAIL AND REPRODUCTION UNIT FOR 1979-80 FISCAL YEAR		
		<u>No. of Pieces</u>
INCOMING U.S. MAIL		17,012
OUTGOING U.S. MAIL		61,033
POSTAGE	\$10,320	
DEPARTMENTAL MAIL (OUTGOING)		
To CSC Units and City Departments		99,236



## RULES REVIEW

A permanent committee of Civil Service Commission staff members was formed in the spring of 1977 to proceed on an on-going basis with the updating and maintenance of the Civil Service Commission Rules. This committee meets on a weekly basis and during fiscal year 1979-80 reviewed, recommended and the Civil Service Commission adopted amendments to the following Rules: Rule 3 - Administration (to reflect several Charter amendments); Rule 9 - Examinations (Charter amendment); Rule 10 - Eligible Lists (Charter amendments); Rule 11 - Certification of Eligibles (Charter amendment); Rule 19 - Limited Tenure Appointment (Per agreement with the Office of Revenue Sharing); Rule 20 - Transfer (to implement the concept of "limited term" transfer); and the consolidation of all leaves of absence provisions formerly contained in Rules 22, 23 and 24 in a new Rule 22. An index of all changes in the Rules since their adoption on July 1, 1972, has been prepared and distributed as of June 30, 1977, 1978, 1979 and 1980. A Subject Index to the Civil Service Commission Rules was developed and distributed during fiscal year 1977-78 and has been updated to reflect each rule change.

A central file has been developed in which copies of all pages of the Rules are available. Individuals interested in a portion or a page of a Rule, an entire rule, or a complete set of Rules can pull one page or assemble a set.

Procedures have been developed for notification of Rule amendments by the use of "Rule Change Numbers" on memoranda which are posted on an "Amendment Control Sheet" in each copy of the Rules. Each time a change is made in the Rules the pertinent page will be reissued with the amendment date and the Rule Change Number listed after the amended section. In addition, in the future, pages of the Rules will be dated with an issue date.

The Rules Review Committee also monitored a one-year CETA-funded project to cross-reference the Civil Service Commission Rules with the City and County Charter, various ordinances, selected City Attorney opinions and relevant State and Federal laws. This project was completed in June 1978 and the resultant "Personnel Regulations Reference Guide" of 38 pages has been distributed to personnel officials throughout City Service. An updated version was published in June 1979 and 1980. This document provides a current ready reference manual to quickly and accurately locate personnel information from many pertinent sources.



### PERSONNEL COUNCIL

The Personnel Council was established in 1972 to serve as a forum for information exchange among departmental personnel officers and administrators.

Until 1976 the Chairperson and Secretary were appointed from the Civil Service Commission staff by the General Manager, Personnel. In Fiscal Year 1976-77, however, a Coordinator and Assistant Coordinator were elected from operating departments by the membership of the Council. The Coordinator established standing committees which provide regular reports on salary and classification; recruitment and examinations; labor and employee relations, legal issues; fiscal matters; and interdepartmental matters. In addition, an Executive Committee assists the Coordinator in directing the Council and planning agendas.

The Personnel Council meets every first and third Wednesday of each month to discuss matters pertaining to personnel administration. The meetings usually consist of reports from the members concerning problems and questions arising from the implementation of rules, ordinances, City Attorney's opinions and court cases.

In addition, guest speakers are invited to discuss topics pertaining to specific personnel issues. During the year the Council was addressed by various speakers concerning subjects such as recommendations proposed by the Charter Revision Commission, amendments to the Leave Rules, procedure changes for lay-offs, Departmental Affirmative Action Plans and the State Disability Election.



### EDP COMMITTEE

The Civil Service Commission receives various electronic data processing (EDP) services through Controllers EDP. In order to coordinate service planning, requests and delivery, Civil Service maintains a committee with representation from each division of the Personnel Department.

EDP currently provides a number of specific programs which include wage and salary reports, annual salary and salary standardization ordinances, reports on the number and status of municipal employees, race/sex workforce composition reports, seniority rosters and seniority impact evaluation reports, maintenance of examination and eligible list status files, and sick leave and vacation accounting files. These reports and files are utilized both to service mandated programs and to provide sufficient management information to allow for informed decision making.

In addition to the ongoing EDP programs, Civil Service and Controller's staff have been involved in the design and long-range implementation of a comprehensive, continuously maintained personnel and payroll management reporting system. Although, as noted above, many single purpose programs are in operation, no overall integrated program is currently available. Completion of this program, anticipated in the next three to five years, will bring Civil Service record keeping, data retrieval, and data analysis capabilities to a contemporary level.





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SAN FRANCISCO CIVIL SERVICE COMMISSION  
ANNUAL REPORT



1980-81

SAN FRANCISCO CIVIL SERVICE COMMISSION

ANNUAL REPORT

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CARLOTA TEXIDOR DEL PORTILLO, Ed.D.	VICE-PRESIDENT
ALLEN C. HAILE, Ph.D.	COMMISSIONER
GENEVIEVE POWELL	COMMISSIONER
DARRELL SALOMON	COMMISSIONER

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JOHN DE SOTO	TECHNICAL PROGRAM MANAGER, CONTRACT UNIT
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MIGNON COLLINS	TECHNICAL PROGRAM MANAGER, EXAMINATIONS
FRANCES KAPLAN	PRINCIPAL PERSONNEL ANALYST, EXAMINATIONS
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JEAN PRAL	SENIOR MANAGEMENT SERVICE PROJECT DIRECTOR
JANET ROGERS	SENIOR PERSONNEL ANALYST, LABOR RELATIONS
SYLVIE JACOBSON	AFFIRMATIVE ACTION COORDINATOR
ROBERTA McDONOUGH	DIRECTOR OF TRAINING
GEOFFREY ROTHMAN	ASSISTANT TECHNICAL SERVICES ADMINISTRATOR
ALBERT C. WALKER	ADMINISTRATIVE SERVICES MANAGER



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The Honorable  
Dianne Feinstein, Mayor  
200 City Hall  
San Francisco, CA 94102

Dear Mayor Feinstein:

On behalf of my colleagues on the Civil Service Commission, I am pleased to submit the Annual Report of the Commission and its staff for the fiscal year concluding June 30, 1981.

Fiscal year 1980-81 has been a period of significant change for the Civil Service Merit System in San Francisco, and I am pleased to highlight several achievements of your Commission which are reported in detail in this report:

I. MANAGEMENT DEVELOPMENT TRAINING AND PERFORMANCE EVALUATION  
IMPLEMENTATION FOR EXECUTIVES AND SENIOR MANAGERS.

The Training Unit continues to provide management development training to supervisory and management personnel on a City-wide basis. During the past year, 482 supervisors and 279 mid-managers participated in three-day workshops and one-day sessions.

A new system of performance evaluation for executives and senior managers was developed during the year and is being implemented in all departments. This evaluation process will also be used for Senior Management Service participants. Orientation and training should be completed by the end of December, 1981. A continuing problem is the inadequacy of funding to meet ever-increasing demands for more extensive training.

II. CLASSIFICATION STUDY OF MANAGEMENT POSITIONS INCLUDING SENIOR  
MANAGEMENT SERVICE.

The planning for this important classification survey commenced during fiscal year 1980-81. Under the direction of the Civil Service staff the consulting firm of Ralph Andersen and Associates will complete this survey during the fiscal year 1981-82. General goals of the survey, including the installation of the Senior Management Service, will be consolidation of classifications, improvement of internal alignment between positions and improvement in the selection and appointment of administrative and management personnel. The Senior Management Service is patterned after the Federal Senior Executive Services as well as a similar plan used by the State of California.

The survey will involve a review of 750 management positions with the overall technical goal of consolidating classifications, developing specific knowledge, abilities and skills needed for executive positions and determining testing procedures that will determine the selection of managers.





Career ladders will be established and incentives will be offered to Senior Management Service personnel if they meet specific standards of performance as defined under the City management by objectives procedures.

### III. CLASSIFICATION OF SECURITY FORCES

During the past fiscal year, a survey of all security forces outside the Police Department that are used in various City departments was undertaken. Departments involved in the survey include the Airport, Department of Public Health, Department of Social Services, Recreation and Park, the Port, Housing Authority and others. The overall plan is to transfer supervision of the security forces from the individual departments to the Chief of Police. A security force under the Chief of Police would be consolidated and provide services to the operating departments as required. Benefits of such a change would be increased training, flexible deployment of staff based on current needs and the development of performance standards of members of the security forces.

### IV. CLASSIFICATION PROBLEMS

There continues to be a need for a comprehensive classification survey of all City and County positions. The benefits of such a survey would be the streamlining of our personnel system and thereby lead to a more efficient use of City resources. Such a survey would review and determine the specific knowledge, abilities and skills actually needed to perform a given job. This would enhance the hiring and promotion through career ladders of all employees including greater accessibility to higher-level positions by minorities and women in the City labor force. Once the survey of the City's management classes is completed, the staff of the Civil Service Commission will develop plans and goals to continue the classification study of all City positions. A key goal will be to consolidate classifications. Last year, for example, using very limited staff, 130 classifications were abolished or consolidated thereby increasing the efficiency of our personnel system.

### V. MANAGEMENT INFORMATION SYSTEM

There is increased awareness that a comprehensive Management Information System would enhance the planning of and the efficient utilization of the City's personnel resources. Since personnel costs represent a major expenditure for City government, a detailed information system would allow the most cost effective use of our Civil Service resources. As part of the Senior Management Service survey, the consulting firm of Ralph Andersen will develop proposals outlining the specific needs and objectives of such an information system.

### VI. EXAMINATION DIVISION

In the 1980-81 year, the major problem experienced by the Civil Service Examination Division continued to be an increasing demand for competitively selected personnel with shrinking resources for development and administration of examinations.



The Honorable  
Dianne Feinstein, Mayor

The backlog of needed examinations exceeded four hundred (400) classifications while resources were sufficient for production of fewer than two hundred (200) examinations City-wide. The consequence of this caused serious erosion to the merit system, undermines recruitment of the best qualified candidates and demoralizes career personnel who are losing opportunities for upward mobility.

Conversely, the major accomplishment was the deployment of funds saved by underfilling or keeping vacant other program positions to allow for increased use of private contractors to administer technical elements of certain examinations for the purpose of producing defensible and valid selection instructions.

A second major accomplishment was development of a new continuous clerical testing program, which went into active operation in fiscal year 1981-82. This program was designed to achieve maximization of resources, continuous availability of new clerical employees, and improved quality of new staff. Resources are extended by combining program administration with the College District training programs. The new test is available for administration four days each week. The new test is a job sample type, where candidates perform as they would on the job. This type of test provides greater assurance of a candidate's likely job success.

## VII. SALARY AND WAGE ADMINISTRATION

In 1980-81 the average percentage increase in wages for miscellaneous employees was approximately 8.9% in a range of increases from 0% to 21.5%.

Municipal Railway platform employees were granted increases of approximately 10% for the first half of the fiscal year and approximately 11½% for the second half of the fiscal year based on data from the Chicago Transit Authority and the San Diego Transit Corporation.

Police and Fire uniformed personnel received an increase of approximately 7.7% in the basic wage rate.

During fiscal year 1980-81 in the Salary and Wage Division, enabling legislation which appears in the current 1981-82 Salary Standardization Ordinance for the creation of the Senior Management Service was developed. The enabling legislation lists the management classifications eligible for participating in the Senior Management Service and details the features of the program, including the accelerated advancement through the salary ranges.

## VIII. EQUAL EMPLOYMENT OPPORTUNITY

During fiscal year 1980-81, the Equal Employment Opportunity (EEO) Unit of the Civil Service Commission assumed additional responsibilities for the Office of Revenue Sharing (ORS) Compliance Agreement. This called for the generation of 41 separate Departmental Affirmative Action Plans.



For the first time, every City department, commission and bureau was required to prepare and implement a Departmental Affirmative Action Plan. The EEO Unit developed an outline for Departmental Affirmative Action Plans and has assisted each department to develop the plans by individual work sessions, follow up problem solving and additional prepared written materials. All 41 departmental Affirmative Action Plans have been completed and approved by the Civil Service Commission and the Office of Revenue Sharing.

#### IX. BILINGUAL SERVICES ASSESSMENT

In compliance with the Office of Revenue Sharing Agreement, an extensive and comprehensive survey analysis is undertaken to identify and evaluate access to City and County services by San Francisco's limited and non-English speaking population. In this regard, each City department and agency must conduct an annual bilingual needs assessment. On the basis of this needs assessment, the Equal Employment Opportunity Unit generates a Bilingual Assessment Analysis for review and adoption by the Civil Service Commission.

The 1980-81 Bilingual Assessment Analysis resulted in the Commissioners' approval of over 1100 positions specifically designed to provide Interpreter-Translator services. These positions incorporated many of the public contact functions within nineteen City departments and agencies striving to increase the availability of their services to all San Francisco residents. All other departments reported less than 5% of their clientele to be non-English speaking or that they had no public contact positions.

The EEO Unit was also responsible for conducting an annual survey of all civil service employees. The 1981 Workforce Composition Survey (EE0-4) reported 24,855 employments, exclusive of paraprofessionals in the School District and College District. In spite of this reduction, the representation of minorities and women continue to increase. The group making the greatest increase is that of Hispanic males.

	1979 (26,085)	1980 (25,398)	1981 (24,855)
White	53.9%	52.5%	51.4%
Black	23.5%	23.4%	22.7%
Hispanic	6.1%	6.7%	7.3%
Asian	9.8%	10.4%	10.7%
Filipino	6.3%	6.7%	7.4%
American Indian	0.3%	0.3%	0.4%
Male	65.4%	65.0%	66.1%
Female	34.6%	35.0%	33.9%

A major component of the EEO Unit's programs include minority counseling, outreach recruitment and special job search and placement efforts. The counseling program which serviced nearly 3,000 persons this year, is available to minorities and women seeking entry and career employment.



The Honorable  
Dianne Feinstein, Mayor

This service is enhanced by the availability of counselors who are fluent in Cantonese and Spanish as well as English. The recruitment program reaches approximately 200 employment related agencies through regular mailings of examination announcements, and by personal contact as appropriate. Additionally Civil Service recruiters appear at college and university career days, high schools, job fairs and other candidate contact events. Finally, several minority oriented media organizations carry Civil Service employment announcements in English as well as Spanish and Cantonese.

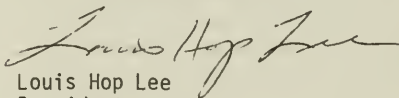
X. REDUCTION OF NUMBER OF TEMPORARY EMPLOYEES

The Commission commenced an intensive review of the "problem" of the large number of temporary employees and the exploration of steps which can be taken to reduce these numbers. While part of the cause is the nature of the funding of many positions ("temporary salaries"), many persons are temporary due to the backlog of examinations and the lack of eligible lists. During fiscal year 1982-83, the Commission will continue to develop measures to alleviate this situation consistent with the merit system.

We look forward to another year of service to the City and County of San Francisco with the hope that this Commission continues to respond to ever-increasing challenges with decisions consistent with the goals of the merit system.

Respectfully submitted,

CIVIL SERVICE COMMISSION

  
Louis Hop Lee  
President

LHL/sf





# THE CIVIL SERVICE COMMISSION

## Membership

The Civil Service Commission is composed of five members (at least one of whom must be a woman) appointed by the Mayor and serving six-year terms of office. Those currently serving on the Civil Service Commission are Louis Hop Lee, President; Carlota Texidor Del Portillo, Vice President; and Commissioners Allen C. Haile, Genevieve Powell and Darrell J. Salomon.

## Responsibilities

The Civil Service Commission is mandated by Charter to be the employment and personnel department of the City and County that qualifies individuals for appointments to the public service on the basis of merit and fitness as shown by appropriate tests. The Commission classifies and reclassifies all places of employment in City departments, including those exempted from Civil Service examination by Charter. The Civil Service Commission is authorized to adopt rules which have the force and effect of law to regulate all merit system personnel activities in the City and County. The Commission also has broad powers in resolving complaints of discrimination.

## Meetings and Hearings

During fiscal year 1980-81, the Civil Service Commission met 27 times.

The Commission conducted 24 regular and 3 special meetings in order to review separations from service, classification, salary and wage, in-service, miscellaneous and examination matters. The Commission considered 133 classification and pay items which resulted in the establishment of 1208 new positions. 201 classes were either established, consolidated or abolished. 58 Salary Ordinance amendments were submitted as a result of Commission action. Among the pay matters considered by the Commission were the surveys of Police, Fire and Municipal Railway rates of pay. 143 items of in-service activities were reviewed and 42 miscellaneous items. In addition, the Commission considered 39 examination matters. The Commission also ruled on 61 requests for reconsideration of its action.

The Commission reviewed the following 276 separations from service: 83 resignations; 64 terminations of limited tenure appointments, primarily CETA participants; 55 terminations of entrance probationary appointments; 10 terminations of promotive appointments; 3 terminations of temporary Civil Service appointments and 29 dismissals of permanent employees.

During this fiscal year, the Commission considered 32 appeals of automatic resignations and 72 automatic resignations were administratively processed.



# CLASSIFICATION

The basic tool of personnel management, position classification, is a systematic means of identifying and describing different kinds of work in terms of primary tasks, duties and responsibilities, and the knowledge, skills and abilities required for their performance. After positions in the public service are grouped into classes on the basis of similarity in these respects, specifications delineating the basic characteristics of a class are prepared. In most instances classes are grouped into series providing career opportunities in City employment. This process assures like treatment to similar positions in recruitment, examination, pay, training and promotion. Position classification is the fundamental element in implementing the merit principle of equal pay for equal work.

## Work Program Detail

### Program Description:

This is the central unit responsible for planning, coordinating and conducting the majority of the classification studies of 1,592 classes consisting of 22,600 permanent and approximately 8,000 temporary positions: classification of new positions, reclassification of existing positions, recommendations on the staffing of organization units, classification problems resolution by research and survey, position audits, preparation of reports, letters, memoranda and Salary Ordinance Amendment legislation.

<u>Unit</u>	<u>1980-81 Fiscal Year</u>
A. Classes established, consolidated and abolished	201
B. Position classified/reallocated	1208 (1)*
C. Classification reports calendared	112 (2)*
D. Salary Ordinance Amendments prepared	58
E. Tenure of Requisition requests acted upon	333

### \*NOTES:

- 1) This figure includes 1191 new positions and 17 reclassification actions.
- 2) This figure reflects the following detailed classification actions: 24 personal services contract reports (681 contracts), 1 special report, 31 specification amendments, 17 reclassification actions, 1191 new positions classified, 133 classes abolished, and 13 Staff Aide/Assistant, Special Project positions approved.

The Classification Plan consists of all classes established, and it is amended to reflect changes in departmental organization or in duties assigned to positions. During the past year the Classification Section conducted the following major studies in its work to insure that the Plan is an accurate reflection of the current organization.



## Major Classification Activities

### Senior Management Service and Manager/Administrator Survey

During the second half of the fiscal year, Civil Service management and members of the Classification Division staff as well as representatives of the Mayor's Office participated in the development of parameters for a classification survey of Senior Executive and Management Service positions in City government. Extensive consultations were held with a variety of interested groups including representatives of employee organizations. A Request for Proposal (RFP) was sent to 56 consulting firms soliciting their interest in conducting a position classification survey of administrative management positions.

A total of six firms responded to the RFP with formal written proposals. The actual costs of the proposals ranged from \$38,228 to \$215,000. Based on a thorough evaluation of all the proposals, the Civil Service Commission accepted the proposal of Ralph Andersen and Associates with a bid of \$103,000. By the end of the fiscal year it was anticipated that full funding of the survey would be approved by the Board of Supervisors.

### Other Significant Classification Studies

1. The Classification Division staff brought to a successful completion the general classification survey of the Mayor's Office of Employment and Training. This survey was initially undertaken in 1979 in order to properly classify and compensate 180 administrative staff positions in the MOET organization. The Commission staff made specific classification and salary allocation recommendations with respect to the entire staff of 180 positions. Prior to final Civil Service Commission approval of the staff recommendations, the management as well as individual employees of the MOET office were given the opportunity to review and comment on Commission staff recommendations. Additionally, those employees who wished to avail themselves of appeal procedures were given ample opportunity to do so.

Despite projected Federal reductions in the funding of Employment and Training programs it is anticipated that a somewhat reduced MOET administrative staff will continue to fulfill a significant role in administering on-going Federal programs in the employment and training field.

2. The Classification Division staff in conjunction with the Decentralized Personnel Unit of the Department of Public Health successfully completed a classification survey of key administrative positions at San Francisco General Hospital and Laguna Honda Hospital. The Director of Public Health requested the survey in order to enhance administrative flexibility and strengthen the organizational structure of both medical facilities.

After review and analysis of the duties of 15 administrative positions and discussions with departmental representatives it was determined that three new broad administrative classifications should be established. These classes are: 2140 Hospital Administrative Assistant; 2143 Hospital Assistant Administrator and 2145 Hospital Associate Administrator. The report recommending the establishment of these new classes also provided for the abolition of four existing classes that had a narrower scope of responsibility.



These classes are: 2129 Administrative Assistant, SFGH; 2128 Administrative Assistant, LHH; 2142 Assistant Administrator, SFGH and 2158 Assistant Administrator, LHH. The staff report presenting this streamlined structure also covered status grants for permanent incumbents in the abolished classes as well as the allocation of 6 newly budgeted (1979-80) administrative positions designated in the "A" series.

With the adoption of the staff report it is considered the functional reporting lines in the respective medical facilities have been significantly improved and that the overall management flexibility of the Health Department increased.

3. During the past fiscal year the General Manager of the Public Utilities Commission embarked upon a major reorganization of the Operations Division of the Municipal Railway. The primary goals of the reorganization plan included improved on-street performance of Municipal Railway services, increased accountability of individual employees and a significantly broader classification structure to provide for greater flexibility of assignment.

From a classification standpoint, the General Manager of the Public Utilities Commission redefined and realigned the duties and responsibilities of approximately 230 positions in 21 classifications. To facilitate the goals of the reorganization plan he recommended the consolidation of 21 classifications into 4 very broad operations classifications. These classifications are: 9139 Transit Supervisor; 9140 Transit Manager I; 9141 Transit Manager II and 9142 Transit Manager III.

Extensive meetings were held with representatives of such interested employee organizations as SEAM, Local 200 and TWU, Local 250A to resolve not only classification questions but such highly sensitive issues as employee status rights and work assignments.

With the adoption of the staff report implementing the aforementioned recommendations, significant improvements in management flexibility are anticipated. With the reductions of Municipal Railway operation classifications from 21 to 4, it is considered that improvements in recruitment, selection and testing of personnel can be achieved.

4. Two new classifications were established to staff a Systems Safety Section for the Municipal Railway. A single position class of 9177 Director of System Safety was created to develop and administer a comprehensive safety program for the Municipal Railway and Muni Metro system. Three positions were allocated to a new class of 9173 Systems Safety Inspector to assist the Director and provide continuous monitoring of all transit operations and procedures.

5. As part of a reorganization of the Municipal Railway's vehicle maintenance operations, a new classification of 9185 Deputy General Manager, Equipment Maintenance, Municipal Railway was established. Under the reorganization plan the responsibility for all transit equipment and repair functions will now be centralized under one individual at the Deputy General Manager level.







6. The Department of Public Health requested the creation of two new classifications for the Bureau of Health Education. This request was based on the need for a supervisory level under the Bureau Chief to coordinate city-wide health promotion activities, and an entry level in which persons could gain experience necessary for pursuing an educational program leading to professional competency as a Health Educator. After a thorough study, the staff recommended the establishment of associate level and senior level classifications for the Health Educator series.

7. In response to a request from the Controller's Office after receiving pre-requisite budgetary approval, the Commission staff recommended establishing two new classes of 1655 Systems Accountant and 1657 Senior Systems Accountant. Six positions were allocated to class 1655 Systems Accountant and two positions were allocated to class 1657 Senior Systems Accountant. This new series was established to give recognition to the need for accounting employees with expertise in the application of computer technology to complex accounting systems such as the City's FIRM and FAMIS projects. It is expected that other large departments will implement similar specialized systems and will employ accounting personnel possessing these skills and abilities.

8. The 1980-81 Airport budget included two positions whose incumbents will be expected to function as technical efficiency experts, apply engineering and mathematical principles to a variety of organizational and management problems. Using a variety of analytical methods, the incumbents would be responsible for determining the operational, technical and financial feasibility of various projects involving space and facilities renovation, passenger flow and human resources and equipment utilization.

The Commission staff contacted industrial engineering departments of nearby universities and determined that the discipline of industrial engineering uniquely and specifically described the duties and responsibilities to be assigned by Airport management to these two newly budgeted positions. Accordingly, class 5209 Industrial Engineer was established and two positions were allocated to this new class.

#### Projected Classification Activities

Maintenance of the Classification Plan is a continuing function of the Classification Division. Departmental requests are always reviewed in terms of the Plan with a view toward the inclusion of new positions in existing classifications. On occasion, new duties are added to a class by means of amendments to specifications. At other times consolidation of two or more classes may be appropriate.

The 1981-82 budget for the City and County of San Francisco includes 1,219 new and substitute positions which must be reviewed by the Classification Division. Many of these positions will involve in-depth analysis by staff. The creation of new classes and amendments to existing class specifications may be required to meet changing needs within City departments.



Significant projects to be undertaken by the Classification staff during the coming fiscal year (1981-82) include classification activities required by such diversified departmental programs as the Muni Metro System, Clean-water Program and the FIRM/FAMIS financial management and accounting systems. Additionally, the staff will continue to assist Municipal Railway management in those personnel functions that relate directly to improving the City's transit operations.

As has been previously discussed, the consulting firm of Ralph Andersen and Associates is expected to begin a survey of approximately 370 management and administrative classifications in City service. A total of 750 positions will be reviewed during the survey. The survey is expected to commence activities in late summer. The Commission staff will work closely with the consulting firm and an advisory committee of City executives on the many facets of the survey. The final survey product will be subject to thorough staff review prior to recommendations to the General Manager, Personnel and Civil Service Commission.

Upon completion of the survey it is anticipated that significant improvements in the selection, appointment and compensation of high-level administrative and management personnel in City services can be expected. Additionally, the employment and promotional opportunities for women and minorities in administrative and management positions will be enhanced through the development of effective career ladders as well as improvements in recruitment and selection techniques. It is the staff's intention to eventually survey all occupational groups in City Service.



# SALARY STANDARDIZATION

The primary function of the Salary Standardization Section is to survey prevailing rates of pay in private and public jurisdictions as a basis for establishing rates of pay for all City employees according to the provisions of the Charter, as well as implementing and recommending revisions to the administrative provisions of the Salary Standardization Ordinance. Other duties include conducting fringe benefit and specialized surveys at the request of the Civil Service Commission or Board of Supervisors, completing survey questionnaires for other jurisdictions, and implementing the salary plan by coordinating salary matters with all City departments.

Salary standardization is, by Charter, divided into three major categories:

1. Miscellaneous Employees - Charter Sections 8.400, 8.401 and 8.407
2. Municipal Railway Platform Employees - Charter Section 8.404
3. Police and Fire - Charter Section 8.405

Methods of determining pay rates and some of the working conditions for each of the groups are as follows:

## Miscellaneous Employees

Charter Section 8.407 requires the Civil Service Commission to conduct a comprehensive investigation and survey of basic pay rates, wages and salaries, in other governmental jurisdictions and private employment for like work and like service based on job classifications primarily in the Bay Area, and requires the Civil Service Commission to make its findings, based on facts and data collected as to what the generally prevailing pay rates are for each benchmark class. Salary data first must be collected from the Bay Area counties of Alameda, Contra Costa, Marin, San Mateo, San Francisco and Santa Clara. If there is insufficient salary data available from these agencies, the Commission may survey other major public agencies in the State employing such classes where the agency employs more than 3,000 persons. The Charter stipulates that the salary data from public agencies be collected from five Bay Area counties, the ten most populous cities in these counties; agencies of the State and Federal government; and from school districts and other special districts in these counties.

The Commission also collects private basic pay rate data from the recognized governmental Bay Area salary survey of private employers in the City and County of San Francisco and Bay Area counties of Alameda, Contra Costa, Marin, San Mateo and Santa Clara. The data collected is limited to rates of pay and salaries actually being paid by private employers for like work and like service.

Charter Section 8.407 defines the term "prevailing rates of wages" as the rate ranges developed from the weighted average of the midpoints of the basic rates, excluding fringe benefits, for surveyed public employment and the median of the pay rates for private employment.



It stipulates that the Board of Supervisors shall not set the maximum rate of pay for any class in excess of the maximum prevailing rate for the class and further provides that no employee shall have his basic pay rate reduced.

A report containing a summary of the preliminary data prepared by the Personnel Department of the Civil Service Commission was available for inspection beginning September 15, 1980. Employee representatives and employees were invited to request salary adjustments supported with any information or data that would justify such adjustments. The data presented was reviewed, analyzed and modified for a period of approximately two months. Salary recommendations were not finalized until a public hearing was held at which time employees, employee organization representatives and representatives of civic, public and professional organizations were given an opportunity to express their views on salary standardization.

The recommended schedules together with the existing schedules of compensation were posted and publicized on January 5, 1981, for a period of two weeks and were also available for inspection in the office of the Civil Service Commission. The proposed schedules of compensation also apply to all non-certificated employees in both the San Francisco Unified School District and the San Francisco Community College District.

The data contained in the report, "Salary and Wage Survey" was obtained from over 40 individual public jurisdictions in California, the Federal Government, the State of California and the Bay Area Salary Survey Committee. It should be noted that the number of employees for the State of California and Federal agencies was limited to agencies in the six Bay Area Counties.

The Civil Service recommendations were submitted to the Board of Supervisors for their consideration. The Board then adopted these recommendations. The new salary schedules represented increases ranging from no increase up to 21.5%. The average percentage increase granted to all employees was approximately 8.9%.

### Municipal Railway

The Civil Service Commission staff conducts a survey of street railway and bus systems in the United States operating primarily within the municipalities having a population of not less than 500,000 and each such system normally employing not less than 400 platform employees or coach or bus operators. The Commission then certifies to the Board of Supervisors the average of the two highest wage schedules in effect on July 1 for comparable employees in the systems certified in the report. The Board of Supervisors thereupon fixes a wage schedule which shall not be in excess of the average of the two highest wage schedules so certified by the Civil Service Commission. The Commission also certifies to the Board of Supervisors the working conditions and the amount equivalent to the dollar value of differentials in the benefits in the Retirement System, Health Service System and Vacation allowances.

For fiscal year 1980-81, the attached survey which was certified by the Civil Service Commission showed that the Chicago Transit Authority and the San Diego Transit Corporation paid the highest rates for platform personnel as of July 1.





The average of the two was \$9.1275 per hour. The Board of Supervisors then adopted the following rates: \$10.04 per hour effective July 1, 1980; \$10.175 per hour effective January 1, 1981. This represented increases of 10.0% and 11.5% in the basic wage. Additionally, a Cost of Living adjustment was included in the wage package. This adjustment was based on the increase in the Consumer Price Index in the San Francisco area.

### Police and Fire

On June 8, 1976, the electorate passed an amendment to Charter Section 8.405 establishing a new method for setting salaries of the uniformed forces in the Police and Fire departments. Under this method, the Civil Service Commission is required to survey and certify to the Board of Supervisors rates of compensation paid Police Officers employed in the Police Departments in all cities with a population of 350,000 or over in the State of California. The rate to be certified is the average of the maximum rates paid to each Police Officer classification performing the same or essentially the same duties as Police Officers in the City and County of San Francisco; further this certified rate is to be the rate of compensation payable for the fourth year of service in the class of Police Officer. The rate of pay for the first, second and third year of service for Police Officers is to be established in accordance with the general percentage differential between seniority steps found in the salary ranges included in the cities surveyed.

The same method is used for determining salaries for Fire Fighters. The principal of pay parity between the basic classifications of Police Officer and Fire Fighter is continued in this amendment. For the year 1980-81, the rate paid Police Officers and Fire Fighters was \$1702-1970 per month. This represented an increase of 7.7% in the basic wage.

In accordance with Charter Section 8.405, paragraph (f), the Civil Service Commission is also required to certify to the Board of Supervisors the percentage increase or decrease in the cost of living during the twelve month period ending March 31st for San Francisco and for the cities included in the certified report. The attached calculation reflects the cost of living increase in San Francisco as compared with the average cost of living increase in the five cities surveyed. The average increase in the cost of living in San Francisco was 16.0% and the average increase in the cost of living for the five cities surveyed was 17.9%.



TRANSIT OPERATOR SURVEY  
JULY 1980

MUNICIPALITY	OPERATORS	TRANSIT COMPANY	MAX. HRLY. RATE--JULY 1980
Chicago, IL	5380	Chicago Transit Authority	10.82
San Diego, CA	617	San Diego Transit Corporation	9.53
Denver, CO	700	Regional Transportation District	9.31
Cleveland, OH	1426	Greater Cleveland Regional Transit Authority	9.20
Los Angeles, CA	4800	Southern California Rapid Transit	9.16
Kansas City, MO	455	Kansas City Area Transportation Authority	9.038
Milwaukee, WI	956	Milwaukee County Transit System	9.00
Brooklyn, NY	5080	New York City Transit Authority	8.81
Manhattan, NY	3720	Manhattan & Bronx Surface Transit Operating Authority	8.81
Boston, MA	1925	Massachusetts Bay Transportation Authority	8.4075
Detroit, MI	1235	Detroit Department of Transportation	8.31
Baltimore, MD	1457	Maryland Transit Administration	8.215
Houston, TX	740	Houtran, Inc.	8.15
Washington, DC	1250	Washington Metropolitan Area Transit Company	8.14
St. Louis, Mo	1395	Bi-State Development Agency	8.13
Philadelphia, PA	2551	South Eastern Pennsylvania Transportation Authority	8.0082
Seattle, WA	1644	Municipality of Metropolitan Seattle	8.00
Pittsburg, PA	1680	Port Authority of Allegheny County	7.76
Columbus, OH	402	Central Ohio Transit Authority	7.71
Memphis, TN	434	Memphis Area Transit Authority	7.30
New Orleans, LA	788	New Orleans Public Service, Inc.	7.075
Dallas, TX	556	Dallas Transit System	7.00
San Antonio, TX	584	VIA Metropolitan Transit	6.15



POLICE AND FIRE SURVEY  
JULY 15, 1980

<u>CITY</u>	<u>CLASS TITLE</u>	<u>POS.</u>	<u>MONTHLY</u>	<u>SALARY STEPS</u>	<u>2-WHEEL M/C DUTY</u>	<u>ADDL. MONTHLY COMPENSATION</u>
Long Beach	Police Officer	428	1464	1545 1629 1719 1813	3	99
Los Angeles	Police Officer II	3053	--	1670 1764 1864 1968	322	226
	Police Officer III	1801	--	1764 1864 1968 2078	--	--
Oakland	Police Officer	480	1816	1885 1949 2017 2084	30	104
San Diego	Police Officer II	624	1489	1558 1633 1717 1797	30	63
San Jose	Police Officer	584	1713	1798 1889 1982 2082	44	104
				11822+ 6 = \$1970 Average Maximum Basic Wage Paid Police Officers		596 + 5 = \$119 Average Additional rate paid for 2-wheel M/C Duty.
Long Beach	Fire Fighter	235	1602	1692 1783 1881 1984		
Los Angeles	Fire Fighter II	1721	--	1559 1649 1744 1839		
Oakland	Fire Fighter	314	--	1754 1814 1878 1936		
San Diego	Fire Fighter	341	1397	1463 1536 1614 1685		
San Jose	Fire Fighter	210	1528	1600 1690 1757 1843		
				9287 + 5 = \$1857 Average Maximum Basic Wage Paid Fire Fighters		
SAN FRANCISCO	Police Officer	1175	--	1580 1659 1742 1829		112
SAN FRANCISCO	Fire Fighter	1150	--	1580 1659 1742 1829	--	--



COST OF LIVING  
CONSUMER PRICE INDEX  
URBAN WAGE EARNERS  
AND CLERICAL WORKERS

	<u>Mar. 1979</u>	<u>Apr. 1979</u>	<u>Mar. 1980</u>	<u>Apr. 1980</u>	<u>% Increase</u>
SAN FRANCISCO	-----	209.3	-----	242.8	16.0%
LONG BEACH	204.4	-----	243.9	-----	19.3%
LOS ANGELES	204.4	-----	243.9	-----	19.3%
OAKLAND	-----	209.3	-----	242.8	16.0%
SAN DIEGO	218.6	-----	255.6	-----	16.9%
SAN JOSE	-----	-----	-----	-----	-----

The cost of living increase in San Francisco = 16.0%

The cost of living increase in the cities  
included in the Police and Fire Survey = 17.9%





# TIMEROLL AUDIT

Auditing and certification of all timerolls submitted by every City and County agency is required of the Civil Service Commission by Section 8.400 of the Charter. The Charter mandates Civil Service to verify that all persons whose names appear on payrolls have been legally appointed to and are employed in positions legally established under the Charter. The Controller is enjoined by the Charter from releasing payment when the Civil Service Commission disapproves a timeroll.

Civil Service Commission Timeroll Audit Unit has the responsibility of carrying out this Charter requirement. In addition, this section must approve permanent and temporary requisitions, and maintains personnel records of permanent employees.

There are approximately 33,000 permanent and temporary employees in the City and County service generating approximately 450 timerolls which must be manually audited every two weeks to insure that employees are promptly and properly compensated. In addition, the Timeroll Audit Unit is responsible for the processing of supplementary timerolls, payroll corrections and in-lieu payment requests. The flow of timerolls overlaps biweekly pay periods which reduces the time for vital record-keeping.

## Positive Timekeeping

"Anticipated" timerolls are submitted before the end of the pay period and the last portion of the timeroll has to be predicted. Any errors of attendance during this period have to be corrected on the following timeroll. Since this procedure increases the chance of error as corrections are entered, it would be a more efficient process if all timerolls were on a "positive" basis to reduce corrections. Positive timerolls would be turned in after the close of the pay period with less chance of error and would significantly reduce the number of corrections which must be posted. The Civil Service Commission Personnel Department has converted its timeroll from an anticipated basis to positive posting and a major goal for the future is to eliminate anticipation of timerolls on a City-wide basis.

## Data Processing

Computerized auditing of timerolls and the maintaining of sick leave and vacation accounts of employees is forthcoming and the staff of the Timeroll Audit Unit is making a concerted effort to update records and keep them current for the transition from manual to computerized record-keeping.

A computerized payroll program has been initiated at the Recreation and Parks Department using a modified MSA Payroll system. This method of payroll accounting requires a precise procedure for reporting employees time. It requires a retraining program for the personnel payroll clerks. Other departments will be incorporated into the system as experience is gained. Phase two of this concept is to incorporate the personnel portion of the MSA program with the payroll package and maintain an employee's personnel record in an "on line" computer. This will require major changes in Civil Service procedures to utilize the program efficiently.



TIMEROLL AUDIT  
PROGRAM OUTPUTS  
FISCAL YEAR 1979-80

Employees on Timerolls	28,235
Timerolls Audited	12,000
Requisitions	14,668
Personnel Transactions Recorded (i.e. appointments, separations, reassignments, in-lieu payments, leaves, suspensions)	22,432



# Examinations

The Examination Units furnish eligibles for appointment to the various departments in the City and County of San Francisco in job classifications subject to Civil Service examination.

The typical process begins with notice of anticipated vacancies in a specific classification. Following preliminary meetings with department representatives, a job analysis study is conducted and minimum requirements for application and selection procedures are planned and developed. Appropriate examinations are then administered and the candidates are ranked in order of total score and placed on an eligible list.

At each step of the procedure consideration is given to the needs of the department(s), the rights of applicants, and equal employment opportunity/affirmative action programs and selection guidelines as well as the Office of Revenue Sharing Compliance Agreement.

The current employment market is such that there are often many more job applicants than available vacancies. In addition, the use of combined entrance and promotive examinations for most classes has resulted in a large increase in the number of applicants. This increase in the number of applicants coupled with decreasing numbers of vacant positions and increasing need for documentation places a heavy burden on the Examination Division.

The decentralized personnel units at Public Health, Social Services, the Police Department and the San Francisco International Airport provided testing services for those departments, and certain testing services for City-wide classifications. The work of the decentralized testing units is monitored by this agency.

During 1980-81 the Examination Division continued to implement new methods and procedures designed to assist the division in meeting the terms of the Office of Revenue Sharing Agreement and the Uniform Guidelines on Employee Selection. These efforts included in part: 1) The implementation of a new job analysis selection method designed specifically for the City and County of San Francisco by Psychological Services Incorporated. This method includes the rigorous documentation necessary to conform to current federal guidelines and the Office of Revenue Sharing Compliance Agreement; 2) The implementation of Examination Division guidelines for monitoring the examination process pursuant to the Compliance Agreement and a companion compliance review system; 3) Design and implementation of a new applicant flow data collection system and forms; and 4) Design and implementation of formal in-house training for new personnel analysts in the areas of affirmative action, testing methods, recruitment, statistics and Civil Service Commission Rules and the Charter. Candidates can be assured of appropriate tests administered fairly and impartially.



The Examination Division, working hand in hand with the Equal Employment Opportunity Unit, has made significant progress in meeting the goals of the Office of Revenue Sharing Agreement. Selection methods have been redesigned to increase emphasis on performance tests and de-emphasize written examinations and to provide for more flexible minimum requirements. Also, the Examination Division has fully completed implementation of the combined entrance and promotive examination system. The redesign of selection methods combined with extensive outreach recruitment efforts is proving effective. The latest data shows a continuing upward trend in the utilization of protected groups.

In fiscal year 1980-81 the Examination Division adopted eligible lists in a number of important areas. These areas included: Transit Operator; the data processing series; Registrar of Voters; the animal keeper series; Apprentice Stationary Engineers; the management assistant series; and stenographic and typist series. Eligible lists were also adopted for the trainee, journey and senior level personnel analyst positions, permitting the filling of many positions in the division on a permanent basis. The Transit Operator examination is of special interest. This validated test was developed by the University of Chicago specifically for municipal transit operators. Roughly 4,000 persons applied for the first two examinations. The first list, containing 682 eligibles, was adopted on December 4, 1980, and a large number of appointments have been made to staff the Muni transit system. The second list will be adopted early next fiscal year.

Under the 1980-81 funding a twenty percent drop in exam production had been estimated. This was predicated on the loss of the remaining CETA examination analysts and the effects of the increased documentation necessary for the Office of Revenue Sharing. Issuance of 108 eligible lists containing 4,000 eligibles was estimated. 112 examination announcements were issued during the fiscal year and 179 eligible lists were adopted with 4,349 eligibles (the high production of eligible lists resulted from adopting seven lists in single classifications, such as Clerk Typist, where the examination is open continuously.)

The funding level for 1981-82 will provide for the continuation of the departmental examination efforts which produces 90-100 examinations per year. Our goals are to develop, administer and evaluate 325 selection devices during the fiscal year and to establish 100 eligible lists. One major area which will be addressed is the completion of examinations for classes designed as significant by the Office of Revenue Sharing Agreement. These are high volume classes where we hope to make additional impact in utilization of protected groups. As with all examinations, the examination division will continue to use a thoroughly documented, comprehensive job analysis and examination construction program.





# TRAINING

The Training Unit has responsibility for the following objectives:

1. To establish and monitor the Performance Evaluation program in all departments as mandated by the Charter.
2. To develop programs and provide training in supervisory and management skills.
3. To coordinate, through the Training Council, training efforts throughout the City with special effort directed to making training opportunities available to all departments.
4. To act as a clearing house and communications center for training information.

Progress in accomplishing these objectives during the past year is described below.

## Performance Evaluation

The Performance Evaluation system currently used for all employees requires on-going instruction for newly-appointed supervisors and for supervisory personnel wishing or needing review of the process. Supervisors are trained in proper procedures, methods of writing valid and reliable evaluations and conducting employee conferences. Training sessions are planned, scheduled and conducted upon request of departments. During the coming year, sessions will be offered on a regular basis at a central location to accommodate all departments.

Training on a continuing basis is also required for clerical personnel in the Maintenance System because of high turnover. Maintenance personnel are trained in the procedures for preparing and sending evaluation forms, recording their return and filing.

During the past year, three sets of written instructions for writing and reviewing evaluations and for maintenance of the system were revised. This was necessary in order to provide essential information in a more accessible and effective format.

Periodic audit of the system in each department will begin this year in order to monitor the continuity of the system, the timeliness and quality of evaluations. This is all the more important now that performance evaluations have become a factor in the examination process and selection certification.

## Program Outputs

7/1/80-6/30/81

- |  |       |
|--|-------|
| 1. Supervisors trained<br>(10 departments, 17 training sessions)           | 279   |
| 2. Maintenance personnel trained<br>(12 departments, 14 training sessions) | 31    |
| 3. Employees in Maintenance System   | 5,072 |



## Management Performance Evaluation

In August, 1980, with strong support from the Mayor, work was begun on the development of a system for evaluating the performance of executives and senior managers. The complexity of their responsibilities calls for a process and form that will permit assessment of performance at the highest levels more appropriately than does the present form. A significant rationale in the new system is to make the critical link between planning and evaluation of program objectives and the performance of the personnel responsible for achieving them.

Appointing Officers of eleven departments collaborated in this project with the Civil Service Training Unit and a member of the Mayor's staff by reviewing each stage of development, assessing components and by recommending modifications and refinements. The form and procedures were completed in March. Design and printing of the form were funded through an Intergovernmental Personnel Act Grant.

As with any new system, two phases are critical to the effectiveness of its use: 1) orientation and training of the users and 2) feedback from experience in its use during the first year. The orientation and training must be sufficient to ensure that the process is carried out correctly and equitably; the feedback will permit modifications for a more effective system.

Planning, scheduling and the conduct of training sessions began in May in nine of the departments initially involved in the project: Airport, Fire, Library, Police, Port, Public Health, Public Works, Recreation and Park and Social Services. Implementation in all other departments will be scheduled throughout the Fall, with December as the target for completion. The Management Performance Evaluation System will also be used for participants in the Senior Management Service.

### Program Outputs

5/6/81-6/30/81

Appointing Officers, Senior Managers trained  
(9 departments, 14 sessions)

144

### Management Training

The Training Unit now conducts on a regular basis three-day workshops in supervisory and management skills. These management programs have been designed to promote the utilization of common principles, techniques and skills that lead to more professional and effective management of resources - personnel, time and material. Participants are encouraged to develop strategies for translating classroom training to on-the-job application.

Management I is designed for first and second line supervisors to examine and discuss the basic managerial skills of communication, planning, organizing, directing and controlling activities, counseling, performance appraisal, objective setting and time management.

Management II is designed to address the broader management functions of the middle manager including program planning and organization, delegation, motivation and leadership. Both courses utilize lecture, developmental discussion, films, group and individual exercises.



Courses are conducted at Golden Gate University, the facilities continuing to be made available through the personal concern and generosity of Dr. Otto Butz, President, and Randy Hamilton, Dean of the Graduate School of Public Administration.

Staff members schedule the workshops by Quarters, disseminate announcements and enrollment information through the department training liaisons and register participants. They design and prepare all instructional materials: instructor and participant manuals, exercises and workshop handouts.

The staff of the Training Unit has been engaged in the development of one-day training sessions in response to numerous requests and our own perception of the need to address certain managerial functions in greater depth. One-day modules in Leadership, Counseling and Stress Management have been developed and are currently being offered. Others will be made available during the coming year.

Program Outputs

7/1/80-6/30/81

- |  |     |
|--|-----|
| 1. Management I<br>Supervisors trained in 20 workshops   | 285 |
| 2. Management II<br>Mid-managers trained in 15 workshops | 197 |
| 3. Counseling workshop participants<br>in 2 workshops    | 22  |

Training Council and Communications

The Training Council continued to meet as regularly scheduled until March. Training Units have been established and are significantly expanding in several departments, both in size of staff and in-house training responsibilities. The role of the Civil Service Training Unit in relation to other such units has not yet been clearly defined, nor has the interrelationship among these various units. Policy should be defined within the coming year to give direction and clarification of purpose to the Council.

The original concept of the Council, however, remains viable: to provide a forum for the exchange of professional knowledge and information and for exploration of ways and means of responding to training needs effectively. The Council meetings will resume in September.

Many departmental Training Units now publish training newsletters and bulletins which very adequately meet their diverse needs. The Training Bulletin served a limited purpose, city-wide announcement of courses being offered by the Civil Service Training Unit and those coordinated by various departments in conjunction with the Civil Service College. The issuance of the Training Bulletin no longer seems useful or practical. One of the issues to be discussed in the Training Council is how to ensure circulation of relevant training information to all departments.



### Professional Development

The Director of Training is an active member of the Management Advisory Committee of the Mayor's Office. Staff participate in the monthly meetings of the Intergovernmental Training Council sponsored by the Western Regional Training Center of the Federal Office of Personnel Management. Pacific Telephone Company continues to allow participation by our staff in various instructor development programs.





# Equal Employment Opportunity

During fiscal year 1980-81, the Equal Employment Opportunity (EEO) Unit of the Civil Service Commission assumed additional responsibilities pursuant to the Office of Revenue Sharing (ORS) Compliance Agreement. This called for the generation of 41 separate Departmental Affirmative Action Plans.

For the first time, every City department, commission and bureau was required to prepare and implement a Departmental Affirmative Action Plan. The EEO Unit developed an outline for Departmental Affirmative Action Plans and has assisted each department to develop the plans by individual work sessions, follow up problem solving and additional prepared written materials. All 41 departmental Affirmative Action Plans have been completed and approved by the Civil Service Commission and the Office of Revenue Sharing.

## I. Bilingual Services Assessment

In compliance with the Office of Revenue Sharing Agreement, an extensive and comprehensive survey analysis is undertaken to identify and evaluate access to City and County services by San Francisco's limited and non-English speaking population. In this regard, each City department and agency must conduct an annual bilingual needs assessment. On the basis of this needs assessment, the Equal Employment Opportunity Unit generates a Bilingual Assessment Analysis for review and adoption by the Civil Service Commission.

The 1980-81 Bilingual Assessment Analysis resulted in the Commissioners' approval of over 1100 positions specifically designed to provide Interpreter-Translator services. These positions incorporated many of the public contact functions within nineteen City departments and agencies striving to increase the availability of their services to all San Francisco residents. All other departments reported less than 5% of their clientele to be non-English speaking or that they had no public contact positions.

## II. Interpreter-Translator Pay

All positions approved by the Civil Service Commission to provide Interpreter-Translator services are eligible to receive a bilingual premium as delineated in the Annual Salary Standardization Ordinance. Employees in these "Designated Bilingual Positions" can receive compensation if they use a specified second language at least ten hours biweekly on their job. Departments utilizing "Designated Bilingual Positions" maintain documentation that the level of Interpreter-Translator services provided meet this requirement.

## III. Bilingual Testing

Another provision of the Office of Revenue Sharing Compliance Agreement mandates that the City ensure that persons providing these bilingual services do, in fact, have the necessary language skills. To meet this requirement, all employees receiving bilingual premiums are tested to verify their second language proficiency. Language proficiency exams are administered on a continuous basis to any employee occupying a position with Designated Bilingual Status. Successful completion certifies the employee's eligibility for Interpreter-Translator Pay.



The EEO Unit was also responsible for conducting an annual survey of all civil service employees. The 1981 Workforce Composition Survey (EEO-4) reported 24,855 employments, exclusive of paraprofessionals in the School District and College Districts. In spite of this reduction, the representation of minorities and women continue to increase the group making the greatest increase being Hispanic males.

	1979 (26,085)	1980 (25,398)	1981 (24,855)
White	53.9%	52.5%	51.4%
Black	23.5%	23.4%	22.7%
Hispanic	6.1%	6.7%	7.3%
Asian	9.8%	10.4%	10.7%
Filipino	6.3%	6.7%	7.4%
American Indian	0.3%	0.3%	0.4%
Male	65.4%	65.0%	66.1%
Female	34.6%	35.0%	33.9%

#### Tuition Reimbursement

No funds were appropriate by the Board of Supervisors for the Tuition Reimbursement Program in 1980-81. There was a carry over from 1979's \$25,000 allowed for 70 City employees to be given financial support for participating in educational programs to improve their current or potential employment skills. Courses of study included Master Degrees in Public Administration, Business Administration, and Social Work, specialized course work in computer science and engineering and various Bachelors Degree programs.

#### Announcement Reviews

71 announcement reviews were conducted January through June 1981.

#### Written Inquiries

Increased to 1250 written inquiries due to opening of popular positions: Transit Operator, Deputy Sheriff and General Laborer Supervisor.

Due to rescission of residency requirements for majority of Civil Service positions, and 3 additions to EEO staff, recruitment activities have expanded beyond City boundaries.

Additionally, San Francisco community and media contacts have been maintained and strengthened for maximum utilization by EEO staff.



## Recruitment

A major component of the EEO Unit's programs include minority counseling outreach recruitment and special job search and placement efforts. The counseling program, serving nearly 3,000 persons this year, is available to minorities and women seeking entry and career employment. This service is enhanced by the availability of counselors who are fluent in Cantonese and Spanish as well as English. The recruitment program reaches approximately 200 employment related agencies through regular mailings of examination announcements, and by in-person contacts as appropriate. Additionally, Civil Service recruiters appear at college and university career days, High Schools, job fairs and other candidate contact events. Finally, several minority oriented media organizations carry Civil Service employment announcements in English as well as Spanish and Cantonese.

## Discrimination Complaints

During the period July 1980 to July 1981, sixty-three complaints were received. These complaints came to the Equal Employment Opportunity Unit from federal or state regulatory agencies. Each required detailed investigation and documentation.

In keeping with the agreement between the Office of Revenue Sharing, United States Department of Treasury, and the City, the Civil Service Commission amended its Rule 1.03. The amended Rule revises the hearing procedures for discrimination complaints. In essence, it combines procedures previously administered by the Human Rights Commission, the Mayor's Office and the Civil Service Commission.

Thirteen complaints have been filed under this amended Rule. Of these, nine are in the informal resolution process. Thus, a purpose of the amended Rule, to avoid expensive, time-consuming public hearings, is being achieved. The other four complaints were formally resolved by the Hearing Panel, established by the amended Rule. The Panel, which sits as the designee of the Civil Service Commission, has three members. The members represent the Civil Service Commission, Human Rights Commission and Mayor's Office. Thus another purpose of the amended Rule, to avoid an expensive multiplicity of complaints to various City offices, has been achieved.

The procedures, established by the amended Rule, were reviewed by representatives of the Office of Revenue Sharing during their on-site review of the agreement, September 8 - 11, 1981. The result of the review commended the City's achievement in establishing the new procedure.



# Appointments by Status, Race, Sex

July 1, 1980 to June 30, 1981

	Certified Permanent	Certified Temporary	Non CETA Limited Tenure	CETA	Total
<u>Race/Ethnicity</u>					
White	1144	128	660	183	2115
%	48.0	39.5	40.9	25.3	41.9
Black	480	72	314	234	1100
%	20.2	22.2	19.5	32.4	21.8
Hispanic	195	32	175	155	557
%	8.2	9.9	10.8	21.5	11.0
Asian	301	63	239	99	702
%	12.6	19.4	14.8	13.7	13.9
Filipino	256	27	222	50	555
%	10.7	8.3	13.8	6.9	11.0
American Indian	6	2	4	1	13
%	0.3	0.6	0.2	0.1	0.3
Male	1485	183	968	391	3027
%	62.3	56.5	60.0	54.2	60.0
Female	897	141	646	331	2015
%	37.7	43.5	40.0	45.8	40.0
Total	2382	324	1614	722	5042
%	100.0	100.0	100.0	100.0	100.0





# LABOR RELATIONS

The Labor Relations Section performs functions required by the Employee Relations Ordinance of the City and County of San Francisco. These functions include certifying the appropriate employee organization to represent employees grouped by class into bargaining units, investigating charges of Unfair Labor Practices and processing all matters which require a hearing before an Administrative Law Judge. The Commission assumed these impartial or neutral labor relations responsibilities in August 1976. In the initial stages of program implementation, the major program goal was to establish rules and regulations for the program's operation and to certify employee organizations as the official representative for bargaining units. Although the certification process has continued to be a major program component, major emphasis has shifted to handling Unfair Labor Practice Charges and other disputes requiring an Administrative Law Judge hearing.

## Certifications for Employee Organizations

In accordance with the Employee Relations Ordinance, the Labor Relations Section certifies an employee organization as the recognized or official representative for employees through either the election process or by verifying historical representation for the organization. Such recognition or certification entitles the employee organization to rights and responsibilities as specified in the Employee Relations Ordinance.

An employee organization wishing to represent a group of City employees initiates the election process by petitioning the Labor Relations Section to hold an election to determine the official representative for the employee bargaining unit. After receipt of a valid petition, staff chairs a pre-election conference of all concerned parties to determine the date, time, place of election and voter eligibility. Subsequently, a representative from the Employee Relations Division and a representative from the petitioning employee organization sign a formal election agreement which is witnessed by Commission staff. At the voting sites, the State Conciliation Service acts as the election agent by distributing ballots and tabulating the results after the polls close. A majority of those voting determines the results. After resolving any protest over the conduct of the election, the Labor Relations Section formally certifies the elected employee organization to represent the group of employees in their labor relations with the City and County. Commission staff also conducts decertification or recall elections. This occurs when a group of employees or an employee organization petitions for an election to be held to decertify or recall the current elected representative.

An employee organization may also gain recognition status by submitting documents proving that the organization has historically represented employees in the bargaining unit. After researching the matter, the Labor Relations Unit certifies the organization as the official representative or, if the matter is under dispute, orders that an employee election be held to determine the matter. During the past fiscal year fourteen certifications or decertifications have been completed by Commission staff.



### Unfair Labor Practice Charges

The Labor Relations Section is also responsible for processing Unfair Labor Practice Charges. Staff initially investigates the charges by reviewing reports, records and other documents and conducting interviews. When necessary, further information or specification is requested from either the charging or charged party. After thoroughly reviewing the charge, staff attempts to mediate or assist the parties in reconciling the dispute. If mediation proves unsuccessful, the Labor Relations Section submits a written report of the findings to the General Manager, Personnel, recommending either dismissal of the charge, in whole or part, or referral to an Administrative Law Judge. If a hearing is required, staff conducts a meeting with the parties prior to the hearing in order to clarify the issues. Eleven Unfair Labor Practice Charges were investigated and resolved by staff in fiscal year 1980-81.

### Administrative Law Judge Hearings

Under the Ordinance, the Labor Relations Section is responsible for processing other matters which require resolution by an Administrative Law Judge. Such matters include disputes initiated by an employee or the employee's supervisor over the employee's unit designation and disputes over the interpretation or application of provisions of Memoranda of Understanding. Additionally, Administrative Law Judge Hearings are required to examine complaints regarding abridgement of management or employee rights which are set forth in the Ordinance. Staff reviews these disputes, attempts to reconcile the parties and, if unsuccessful, refers the matter onto an Administrative Law Judge for final resolution. Prior to the hearing, staff chairs a meeting of the parties to clarify the issues and to make any other necessary arrangements. In the past fiscal year, staff reviewed and helped to mediate twenty disputes over unit designations.



## SENIOR MANAGEMENT SERVICE

Following the impetus of the recent Federal Civil Service Reform Act, many large cities have moved toward developing local civil service reform programs. In California, following the passage of two major tax limitation initiatives, cities including San Francisco have responded to the need for more economy and efficiency in government by focusing on methods to improve the capacity of public managers to become more effective in managing fiscal and human resources.

In June 1979, the City received a \$25,000 IPA (Intergovernmental Personnel Act) grant to study the merits of establishing a performance based management personnel system. Touche Ross & Co., was retained to perform the study as a joint project of the Mayor's office and SPUR (The San Francisco Planning and Urban Research Association). An advisory committee including representatives of City employee unions, community groups, the Mayor and Chief Administrative Officer, department heads, the Civil Service Commission and the Board of Supervisors served as a "steering group" for this project.

One of the final recommendations submitted to the Mayor in September 1979, was a proposed Charter Amendment authorizing the Civil Service Commission to establish such a program. Such an amendment (Proposition B) was presented to the voters on the November 1979 ballot. Although the measure lost by a small margin, many opponents supported the concept which they felt could be instituted by non-Charter means.

After the defeat at the polls, the staff of the Mayor's office and the Civil Service Commission reviewed the Touche Ross report with a view toward incorporating as many changes as possible by amending existing Civil Service rules and appropriate ordinances of the Board of Supervisors.

As of July 1, 1980, upon request by the Mayor, the Civil Service Commission began the process of developing a performance based management system called the Senior Management Service. This program was patterned after the U.S. Civil Service reforms which established a Federal Senior Executive Service. Among the many benefits of such a program are increased management accountability and flexibility, enhancement of career ladders, and increased opportunities to promote women and minorities into senior management positions. Successful implementation may result in a model program which may ultimately be cited nationally as a point of acclaim for the City and County of San Francisco.

The Senior Management Service Project Director has been working full time with the staff of the Civil Service Commission and the Mayor's office. Significant progress has been achieved towards implementation. Accomplishments in key areas of implementation are as follows:

Legislation: In March, the Board of Supervisors approved the 1981-82 Salary Standardization Ordinance, which includes an enabling section to establish SMS and lists management classifications eligible for participating in the program. Provisions include accelerated advancement through the salary range for SMS participants, under specified conditions.



Consolidation of Management Classifications: Following a request for proposal process, the Civil Service Commission selected the consulting firm of Ralph K. Anderson to conduct a comprehensive survey of all SMS designated classes and related administrator/management classifications. Results of the survey will include recommendations to the City for allocation of management positions to SMS "levels" and functional areas, including consolidation of multiple one-position classes into a series of broad-banded generic management classes. It is anticipated that the resultant consolidated classification plan will expand promotional opportunities, encourage lateral transfer, and streamline the administration of examinations for managerial classifications.

SMS Examinations: The Finance Committee has approved an appropriation for the Civil Service Commission Examination Unit for 1981-82 which includes provisions for the design and conduct of exams for SMS positions. In addition, request has been made to the Regional Office of the U.S. Office of Personnel Management (OPM) for assistance in the design of assessment center type examinations for SMS. It is anticipated that OPM aid will be in the form of hands-on technical and professional assistance.

SMS Rules and Affirmative Action: Work has started on writing a separate rule to cover procedures necessary for the implementation and administration of SMS. City departments, affected employees and employee organizations must then be notified to meet and confer or consult on proposed rule. Also, an affirmative action component is being prepared to be incorporated with the separate rule, all of which will be considered by the Civil Service Commission prior to the SMS enrollment period.

Training Funds: \$18,000 in additional funds from IPA has been earmarked for executive training for employees in classes eligible to participate in the SMS.

Performance Evaluation: The newly designed Management Performance Evaluation Report has been introduced to senior managers in the MBO-installed departments\*. Training sessions are being held to familiarize managers on appropriate utilization inasmuch as documented evaluations will be necessary for determination of seniority and performance increments for SMS participants.

\*Police, Fire, Library, Social Services, Public Health, Public Works, Airport, Port, Treasurer, and Public Utilities Commission.

Information to Managers: An SMS "conversion information booklet" is being prepared to outline steps needed to "convert" from regular Civil Service status to participation in SMS. Purpose of the booklet will be to provide under one cover all pertinent information needed by incumbent senior managers interested in joining SMS. Pacific Telephone Company has offered assistance in preparing the booklet.







# CERTIFICATION

The Certification Unit maintains and canvasses Civil Service registers of eligibles (eligible lists). When a personnel requisition is received in the Certification Unit, the eligible list for the class requested is canvassed and the name or names of the eligibles under the Rule of Three (3) or by selective certification are sent or "certified" to the appointing officer for consideration to fill the vacancy. Lists adopted prior to December 6, 1976, continue under the Rule of One (1) until they expire. When an eligible is appointed, the Certification Unit validates the appointment.

In November, 1979, Proposition C was approved by the electorate which amended Charter Section 8.329 as to the rights of temporary employees to permanent positions. This amendment as implemented by Civil Service Rules, provides for selective certification in that employees certified to temporary positions from an eligible list who had satisfactory service with the City for six months or for another designated time period would be entitled to be appointed to a permanent position in that same class before persons having higher rank who had not been appointed to a permanent City position.

CERTIFICATION PROGRAM OUTPUTS FISCAL YEAR 1980-81	
Eligibles Certified	10,458
Appointments Validated	5,030
Separations Recorded	3,205
Number of Eligibles on New Lists	4,349
Number of Eligibles on All Lists	14,874



## ADMINISTRATIVE SERVICES

### In-Service Activities

The In-Service Activities Section provides information and interpretation to City departments, employees and the general public on Civil Service rules and regulations, Civil Service provisions of the Charter, and other personnel-related ordinances or documents. Additionally, the In-Service Activities Officer reviews and approves or recommends to the Civil Service Commission on a wide variety of personnel matters, including leaves of absence, reductions in force and other issues which clearly do not fall within the jurisdiction of other Civil Service offices.

### Mail and Reproduction Services

The Mail and Reproduction Unit is an in-plant printing and distribution center for the Civil Service Commission. The functions of this Unit are as follows:

1. Prints forms, examinations, reports, training materials and employment information, etc.
2. Disseminates official Civil Service Commission policy documents, business materials, and employment information to City departments, employees, employee organizations, public and governmental agencies.
3. Picks up inter-department business materials, sorts and delivers to proper destinations. These destinations include: Civil Service Commission Units, Civil Service Commissioners and City departments.
4. Processes and distributes incoming mail.
5. Picks up, sorts and stamps outgoing mail.

Mail Distribution By Mail and Reproduction Unit For 1980-81 Fiscal Year	
	<u>No. of Pieces</u>
Incoming U.S. Mail	17,208
Outgoing U.S. Mail	44,468
Interdepartmental Mail (CSC, City Departments) Pick up and delivery	96,173



## PERSONNEL COUNCIL

The Personnel Council was established in 1972 to serve as a forum for information exchange among departmental personnel officers and administrators.

Until 1976 the Chairperson and Secretary were appointed from the Civil Service Commission staff by the General Manager, Personnel. In Fiscal Year 1976-77, however, a Coordinator and Assistant Coordinator were elected from operating departments by the membership of the Council. The Coordinator established standing committees which provide regular reports on salary and classification; recruitment and examinations; labor and employee relations, legal issues; fiscal matters; and interdepartmental matters. In addition, an Executive Committee assists the Coordinator in directing the Council and planning agendas.

The Personnel Council meets every first and third Wednesday of each month to discuss matters pertaining to personnel administration. The meetings usually consist of reports from the members concerning problems and questions arising from the implementation of rules, ordinances, City Attorney's opinions and court cases.

In addition, guest speakers are invited to discuss topics pertaining to specific personnel issues. During the year the Council was addressed by various speakers concerning subjects such as the procedures followed by the Employee Health Unit at San Francisco General Hospital, the Agency Shop for City Employees, the Disadvantaged Limited Tenure Employees, the new Vacation Ordinance and the updating of our Master File of all civil service employees.



## EDP COMMITTEE

The Civil Service Commission receives various electronic data processing (EDP) services through Controllers EDP. In order to coordinate service planning, requests and delivery, Civil Service maintains a committee with representation from each division of the Personnel Department.

EDP currently provides a number of specific programs which include wage and salary reports, annual salary and salary standardization ordinances, reports on the number and status of municipal employees, race/sex workforce composition reports, seniority rosters and seniority impact evaluation reports, maintenance of examination and eligible list status files, and sick leave and vacation accounting files. These reports and files are utilized both to service mandated programs and to provide sufficient management information to allow for informed decision making.

In addition to the on-going EDP programs, Civil Service and Controller's staff have been involved in the design and long-range implementation of a comprehensive, continuously maintained personnel and payroll management reporting system. Although, as noted above, many single purpose programs are in operation, no overall integrated program is currently available. Completion of this program, anticipated in the next three to five years, will bring Civil Service record keeping, data retrieval, and data analysis capabilities to a contemporary level. At present the Controller has reorganized his division to create a Payroll Division directed by a Payroll-Director who is responsible for payroll operations and the Civil Service Commission has loaned the services of a staff member to help coordinate this project. They are presently setting up the requirements on the new system and expect to have these requirements published in January 1982.





## BUDGET

The Administrative Services Division is responsible for the preparation and submission of the Annual Budget request and the administration of the budget during the fiscal year.

The following summarizes expenditures of the Civil Service Commission during the fiscal year ending June 30, 1981:

### Appropriations

Regular Appropriation	2,848,713
Programmatic Expenditure Projects	91,103
	=====
	2,939,816

### Expenditures

Permanent Salaries	1,624,363
Overtime	681
Retroactive Salaries	0
Temporary Salaries	18,329
Mandatory Fringe Benefits	347,303
Professional Services	20,584
Local Field Expense	4,183
Office Equipment Maintenance	2,000
Telephone	18,284
Postage	7,570
Copy Machine	3,772
Subscriptions	946
Office Machine Rental	937
Advertising	3,390
Office Supplies	13,991
Medical Supplies	0
Fuel and Lubricants	520
Equipment Purchase	1,305
Automotive Maintenance	288
Facilities Maintenance	0
Data Processing	350,860
Printing - City Shop	419
Tuition Reimbursement	12,941
Salary Survey	19,423
Police and Fire Exams	6,516
	-----
	2,458,607



## RULES REVIEW

A permanent committee of Civil Service Commission staff members was formed in the spring of 1977 to proceed on an on-going basis with the updating and maintenance of the Civil Service Commission Rules. This committee meets on a weekly basis and during fiscal year 1980-81 reviewed, recommended and the Civil Service Commission adopted amendments to the following Rules: Rule 1 - Section 1.03, subsection F (Discrimination); Rule 10 - Eligible Lists; Rule 13 Reinstatement; Rule 15 - Medical Examinations and Rule 16 - Probationary Period. An index of all changes in the Rules since their adoption on July 1, 1972, has been prepared and distributed as of June 30, 1977, 1978, 1979, 1980 and 1981. A Subject Index Index to the Civil Service Commission Rules was developed and distributed during fiscal year 1977-78 and has been updated to reflect each rule change.

A central file has been developed in which copies of all pages of the Rules are available. Individuals interested in a portion or a page of a Rule, an entire rule, or a complete set of Rules can pull one page or assemble a set.

Procedures have been developed for notification of Rule amendments by the use of "Rule Change Numbers" on memoranda which are posted on an "Amendment Control Sheet" in each copy of the Rules. Each time a change is made in the Rules the pertinent page will be reissued with the amendment date and the Rule Change Number listed after the amended section. In addition, in the future, pages of the Rules will be dated with an issue date.

The Rules Review Commission also monitored a one-year CETA-funded project to cross-reference the Civil Service Commission Rules with the City and County Charter, various ordinances, selected City Attorney opinions and relevant State and Federal laws. This project was completed in June 1978 and the resultant "Personnel Regulations Reference Guide" of 38 pages has been distributed to personnel officials throughout City Service. An updated version was published in June 1979 and 1980. This document provides a current ready reference manual to quickly and accurately locate personnel information from many pertinent sources.



## PUBLIC HEALTH DECENTRALIZED PERSONNEL UNIT

The Public Health Decentralized Personnel Unit was established in 1973 through a memorandum of understanding with the Civil Service Commission. This memorandum enabled the unit to develop and administer entrance level and first-level promotive examinations for classifications found preponderantly within the Department of Public Health. During the 1980-81 fiscal year, the work of this unit has also included the development and administration of examinations for some higher level professional and middle management classifications. Furthermore, many of the entrance level professional and technical classifications have a high-volume of turnover, necessitating the scheduling of many examinations on a continuous basis.

In order to provide eligible lists to meet these needs, Unit staff works closely with personnel of all Public Health divisions.

### EXAMINATION PROGRAM

#### Program Outputs:

7/1/80 - 6/30/81

1. Applications received and screened
2. Eligibles on Lists
3. Eligible Lists

2,090  
899  
81

#### Promotive/Entrance/Combined

4. Examination Announcements Issued
5. Announcements Re-issued

8      24  
6

<u>Examination Type:</u>	<u>No. of Exams Administered</u>	<u>No. of Examination Participants</u>
a. Written	3	32
b. Oral Appraisal	77	892
*c. Performance	4	32
d. Strength	3	261
e. Merit & Seniority Ratings	10	160
f. Foreign Language Proficiency	1	30
g. Training & Experience Evaluation	2	61
h. Rated Application Review	6	88
TOTALS	106	1556

\*Performance statistics do not include typing or shorthand tests administered and processed by the S.F. Community College District.

Classification Program: Analysts in the Public Health Decentralized Personnel Unit are also responsible for classification studies of positions within the Department of Public Health.



## POLICE DEPARTMENT DECENTRALIZED PERSONNEL UNIT

The Police Department Decentralized Personnel Unit, known as the Consent Decree Division, was established in October, 1979, as a result of an order by the Federal Court Judge Robert F. Peckham. The Unit is charged with the execution of the city's obligation resulting from the Consent Decree settlement of the Officers for Justice, et al. v. San Francisco Civil Service Commission litigation.

During fiscal year 1980-81, the entry-level police officer examination program was operated on a continuous basis. Three examinations were administered including one that focused exclusively on recruitment of Chinese bilingual applicants and one which emphasized the recruitment of women. A total of 4,046 applicants, of whom 55% were minority and 22% women, were recruited. Eighteen-hundred and thirty-six persons were tested, resulting in three lists containing 533 candidates eligible for hire as police officers. Of the 533 candidates, 272 (51%) were minority, 81 (15%) were women, and 40 (8%) were specifically identified as proficient in the Chinese languages.

The Division continued to offer pre-examination training to entry-level applicants. And to provide remedial classroom training, counseling, and other assistance to help recruits succeed in the Police Academy and Field Training programs.

The first Captain's examination since 1973 was administered to 37 Lieutenants. A Management Assessment Center approach, as opposed to the traditional multiple-choice type promotional test, was used and resulted in a list of 22 eligibles.

The 1981-82 Consent Decree Program will include continuing recruitment for and administration of the Q-2 Police Officer examination as well as development and administration of the Sergeant and Assistant Inspector examinations or the Lieutenants examination.

Additionally, the Consent Decree Division anticipated the receipt of funds from the Mayor's Criminal Justice Council to administer a Pre-Academy Training Program designed to assist candidates with job-related skills prior to entering the Police Academy.

The Consent Decree program reflects the city's commitment to voluntary affirmative action efforts and the selection of highly qualified police personnel.





### SOCIAL SERVICES DECENTRALIZED PERSONNEL UNIT

The Decentralized Unit was established in November 1978 with the signing of a memorandum of understanding between the Department and the Civil Service Commission.

The Decentralized Testing Unit continued its programs of examinations and classifications through the fiscal year which resulted in eligible lists adopted for classes 2903 Eligibility Worker and 2905 Senior Eligibility Worker. Examinations still in process include 2905 Senior Eligibility Worker (General), 2907 Eligibility Worker Supervisor and 2911 Eligibility Appeals Specialist. The Unit also assisted in examinations for 1430 Transcriber Typist and 7338 Electrical Line Worker.

In all examination matters close coordination with Commission staff has been essential. Special areas of concern involved CSC monitoring of and support in the job analysis function and ORS compliance. This arrangement has worked well and has been a substantial benefit to analysts assigned to the Decentralized Unit.

There were in total of 3,004 applications process - 858 of which qualified and 232 candidates became eligible for employment. (Several of the qualified applicants are still in the examination process with eligible lists not expected until Fiscal Year 1981-82.



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DOCUMENTS DEPT.

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1981  82

**\* San Francisco Civil Service Commission \* Annual Report**



1981/82

SAN FRANCISCO CIVIL SERVICE COMMISSION

ANNUAL REPORT

CARLOTA TEXIDOR DEL PORTILLO, Ed.D.	PRESIDENT
LOUIS HOP LEE	VICE PRESIDENT
HOWARD S. GLOYD	COMMISSIONER
GENEVIEVE POWELL	COMMISSIONER
DARRELL J. SALOMON	COMMISSIONER

COMMISSION STAFF

JOHN J. WALSH	GENERAL MANAGER, PERSONNEL
ALBERT C. AMBROSE	TECHNICAL PROGRAM MANAGER, SALARY UNIT
JOHN DE SOTO	TECHNICAL PROGRAM MANAGER, CONTRACT UNIT
DONALD E. MOLINARI	TECHNICAL SERVICES ADMINISTRATOR
MIGNON COLLINS	TECHNICAL PROGRAM MANAGER, EXAMINATIONS
FRANCES KAPLAN	PRINCIPAL PERSONNEL ANALYST, EXAMINATIONS
MONTE MANSIR	TECHNICAL PROGRAM MANAGER, CLASSIFICATION
WESLEY MILLER	PRINCIPAL PERSONNEL ANALYST, EXAMINATIONS
DONALD PISTOLESI	TECHNICAL PROGRAM MANAGER, EXAMINATIONS
JEAN PRAL	SENIOR MANAGEMENT SERVICE PROJECT DIRECTOR
JANET ROGERS	SENIOR PERSONNEL ANALYST, LABOR RELATIONS
SYLVIE JACOBSON	AFFIRMATIVE ACTION COORDINATOR
ROBERTA McDONOUGH	DIRECTOR OF TRAINING
GEOFFREY ROTHMAN	ASSISTANT TECHNICAL SERVICES ADMINISTRATOR
ALBERT C. WALKER	ADMINISTRATIVE SERVICES MANAGER AND ASSISTANT SECRETARY



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February 25, 1983

The Honorable  
Mayor Dianne Feinstein of the  
City and County of San Francisco  
200 City Hall  
San Francisco, California 94102

Dear Mayor Feinstein:

On behalf of my colleagues on the Civil Service Commission, I am pleased to submit the Annual Report of the Commission and its staff for the fiscal year concluding June 30, 1982.

I would like to highlight several major accomplishments of the Civil Service Commission for this past fiscal year, accomplishments which have been significant in advancing the Commission's goals:

I. EXECUTIVE TRAINING AND MANAGEMENT DEVELOPMENT.

A total of 660 supervisors and 176 appointing officers and senior managers were trained as part of the on-going Citywide management development program. The provision of executive training seminars is the completion of a long-sought goal. In recognition of the Training Unit's contribution to management development, you presented an award of Merit to the Unit.

II. CLASSIFICATION STUDY OF ADMINISTRATOR/MANAGER AND SENIOR MANAGEMENT SERVICE POSITIONS.

Under direction of Civil Service staff, the consulting firm of Ralph Andersen and Associates has surveyed by questionnaire and field audit each of 750 ADMINISTRATOR/MANAGER AND SENIOR MANAGEMENT SERVICE positions. This firm is to present its plan for a Senior Management Service and the Administrator/Manager Series in Fiscal Year 1982-83. A comprehensive classification study of all City and County positions remains an on-going need.

III. EXAMINATION UNIT.

The major achievement of the Examination Division during Fiscal Year 1981-82 was its increased productivity (completed examinations more than doubled) in conjunction with continued compliance with Equal Employment Opportunity regulations. A total of 147 examinations were completed in the fiscal year as compared to 64 in the previous year; minorities continue to constitute 60% of the total representation on eligible lists.



#### IV. SALARY AND WAGE ADMINISTRATION.

The severe problem of recruiting and retaining Registered Nurses was mollified by the passage of Proposition F at the November, 1981 election. Proposition F established a new method for setting the salaries for all classes requiring a Registered Nurse license through creation of Charter Section 8.403. As a result, the basic wage for Registered Nurse classifications increased by 12.4% with additional benefits.

#### V. EQUAL EMPLOYMENT OPPORTUNITY.

In keeping with its mandate to assist all City departments to meet the goals of the Office of Revenue Sharing Compliance Agreement, the Equal Employment Opportunity Unit intensified its outreach recruitment towards qualified women and minorities in Fiscal Year 1981-82 and has succeeded in making substantial gains in that area. As a result, the Fire Department experienced the most successful recruitment effort for the H-2 Firefighter position in the Department's history; of the candidate pool of 7,564 applicants, 54.5% were minorities and women. The City-wide Affirmative Action Plan was revised with a new utilization analysis. The resulting data revealed that while the City's workforce declined, minority representation, particularly Hispanics, increased.

The Civil Service Commission is proud of our achievements in promoting the goals of the Merit System during Fiscal Year 1981-82, and we welcome the opportunity to continue to advance those goals in the coming year.

Respectfully submitted,

CIVIL SERVICE COMMISSION

*Carlota I. del Portillo*

Carlota Texidor del Portillo  
President



## THE CIVIL SERVICE COMMISSION

### MEMBERSHIP

The Civil Service Commission is composed of five members (at least one of whom must be a woman) appointed by the Mayor and serving six-year terms of office. Those currently serving on the Civil Service Commission are Carlota Texidor del Portillo, President, Louis Hop Lee, Vice President, and Commissioners Howard S. Gloyd, Genevieve Powell and Darrell J. Salomon.

### RESPONSIBILITIES

The Civil Service Commission is mandated by Charter to be the employment and personnel department of the City and County that qualifies individuals for appointments to the public service on the basis of merit and fitness as shown by appropriate tests. The Commission classifies and reclassifies all places of employment in City departments, including those exempted from Civil Service examination by Charter. The Civil Service Commission is authorized to adopt rules which have the force and effect of law to regulate all merit system personnel activities in the City and County. The Commission also has broad powers in resolving complaints of discrimination.

### MEETINGS AND HEARINGS

During fiscal year 1981-82, the Civil Service Commission met 26 times.

The Commission conducted 24 regular and 2 special meetings in order to review separations from service, classification, salary and wage, in-service, miscellaneous and examination matters. The Commission considered 130 classification and pay items which resulted in the establishment of 1026 new positions. 28 classes were either established, consolidated or abolished. 41 Salary Ordinance amendments were submitted as a result of Commission action. Among the pay matters considered by the Commission were the surveys of Police, Fire, Registered Nurse, and Municipal Railway rates of pay. 94 items of in-service activities were reviewed and 18 miscellaneous items. In addition, the Commission considered 42 examination matters. The Commission also ruled on 55 requests for reconsideration of its action.

The Commission reviewed the following 253 separations from service: 97 resignations; 42 terminations of limited tenure appointments, 53 terminations of entrance probationary appointments; 5 terminations of promotive appointments; 13 terminations of temporary Civil Service appointments and 43 dismissals of permanent employees.

During this fiscal year, the Commission considered 24 appeals of automatic resignations and 38 automatic resignations were administratively processed.



## CLASSIFICATION

Position classification is a basic tool of personnel management that provides a systematic means of identifying and describing different kinds of work in terms of primary tasks, duties and responsibilities, and the knowledge, skills and abilities required for their performance. After positions in the public service are grouped into classes on the basis of similarity in these respects, specifications delineating the basic characteristics of a class are prepared. In most instances classes are grouped into series providing career opportunities in City employment. This process assures like treatment to similar positions in recruitment, examination, pay, training and promotion. Position classification is the fundamental element in implementing the merit principle of equal pay for equal work.

### WORK PROGRAM DETAIL

#### Program Description:

This is the central unit responsible for planning, coordinating and conducting the majority of the classification studies of 1,580 classes consisting of 22,600 permanent and approximately 6,800 temporary positions. This work involves classification of new positions, reclassification of existing positions, recommendations on the staffing of organization units, classification problems resolution by research and survey, position audits, preparation of reports, letters, memoranda and Salary Ordinance Amendment legislation.

<u>UNIT</u>	<u>1981-82 FISCAL YEAR</u>
A. Classes established, consolidated and abolished	28
B. Positions classified/reallocated	1026 (1)*
C. Classification reports calendared	96 (2)*
D. Salary Ordinance Amendments prepared	41
E. Tenure of Requisition requests acted upon	212

#### \*NOTES:

- 1) This figure includes 987 new positions and 39 reclassification actions.
- 2) This figure reflects the following detailed classification actions: 34 personal services contract reports (526 contracts), 1 special report, 44 specification amendments, 39 reclassification actions, 985 new positions classified, 11 classes abolished, 15 new classes established, and 6 staff Aide/Assistant, Special Project positions approved.





The Classification Plan consists of all classes established, and it is amended to reflect changes in departmental organization or in duties assigned to positions. During the past year the Classification Section conducted the following major studies in its effort to insure that the Plan is an accurate reflection of the current organization:

#### SENIOR MANAGEMENT SERVICE AND MANAGER/ADMINISTRATION SURVEY

Ralph Andersen and Associates, the consulting firm selected to conduct the Senior Management Service and Manager/Administration Survey began work soon after the start of the fiscal year. Staff reviewed and recommended modifications in the position description questionnaire that is the basic survey document. Questionnaires were sent to every department in which one of the approximately 750 positions under survey is located. After review of these documents, the consultants scheduled and completed field audits including an extensive overview discussion with each department head. Fulfilling one of the contractual obligations, the consultants trained the classification unit in the methodology used during audits and each staff member observed a series of interviews.

The consultants then submitted an outline of the evaluation procedure they planned to use. This was reviewed extensively by the classification unit and by the personnel officers of major city departments. At a meeting chaired by the General Manager, policy questions were resolved and recommendations were forwarded to Ralph Andersen and Associates. Their plan for a Senior Management Service and a related Manager/Administrator series is expected during the next fiscal year.

#### PUBLIC HEALTH

During the past fiscal year, the staffs of the Classification Division and the Personnel Unit of the Department of Public Health prepared a major reorganization plan for the Paramedic Division of the Health Department. This reorganization was in response to a need for classifications to provide for adequate shift supervision and overall administration of the Paramedic Division, upgrading of the qualifications of Paramedic personnel and operation of advanced telemetry systems in the Communications Room.

As part of the reorganization, two new supervisory classifications, 2535 Chief Paramedic Division and 2534 Paramedic Supervisor, have been created and Classes 2526 Ambulance Driver and 2528 Medical Steward have been consolidated into a new class, 2532 Paramedic, with upgraded licensing requirements and expanded duties. In addition, the report recommending the establishment of these classes provided for the abolishment of five existing classes when all positions are vacant.

In the process of reaching agreement on the reorganization plan, extensive meetings were held with representatives of the employees' union, Local 400, to resolve various classification and work related issues.



## COUNTY CLERK

At the request of the County Clerk, Classes B152 Court Room Clerk and B160 Law Clerk were consolidated into a single classification of 8113 Court Clerk to provide the County Clerk's Office with needed flexibility in making work assignments to either the courtroom or its filing divisions. Prior to the consolidation, positions in Class B152 were assigned to assist the judiciary in the courtroom while positions in Class B160 worked in the Clerk's offices issuing and filing legal papers.

With this consolidation, two of a few remaining "old" classifications have been brought into conformance with our current classification plan and job description format.

## SAN FRANCISCO UNIFIED SCHOOL DISTRICT

The Classification Division staff reviewed a School District proposal to reorganize the Maintenance and Operations Division. This major reorganization is intended to effect economies in operation and to increase efficiency and accountability within the Division. Due to its extensiveness, the reorganization was divided into two phases. The staff has completed the first phase which consisted of the establishment of 4 new classifications, the abolishment of 3 existing classifications and the classification of 8 new positions. The second phase, consisting of a comprehensive survey of the Warehouse Section, is in the final stages with the staff having made its recommendations to the School District.

## WAR MEMORIAL PERFORMING ARTS CENTER

The staff surveyed 16 positions at the War Memorial Performing Arts Center to determine appropriate Civil Service classifications. These positions, formerly funded by a contract with the S.F. Performing Arts Center Foundation, have been transferred to City and County funding. After extensive discussions and interviews with departmental personnel, the staff recommended existing classifications for 13 of the positions. A new classification of "Performing Arts Center Aide" was established for 3 positions which provide administrative assistance to management in the areas of theater operations, booking and promotion.

## FIRE DEPARTMENT

In response to a request from the Fire Department, Commission staff recommended establishing two new civilian fire classifications, 6280 Fire Safety Inspector I and 6281 Fire Safety Inspector II. The creation of this series is in keeping with Fire Department policy of civilianizing those positions for which uniformed personnel is not necessary to public safety. It is intended that the creation of these civilian classifications will ease recruitment and retention problems of recent years and will allow the Fire Department to fully staff its fire prevention program with qualified and experienced inspectors.



## COMMUNITY COLLEGE DISTRICT

This year the Community College District began the installation of its new tandem main-frame computer system. In order that qualified staff be available as the new system is brought up, the District requested that a study be conducted to recommend classification of positions within the supporting EDP structure.

Staff held a series of meetings with District representatives, analyzed pertinent documentation, and conducted spot surveys of existing City EDP operations in its analysis of the District's request. In total, approximately 20 positions were analyzed and surveyed. The final recommendations with respect to this study will be presented for adoption at a future Civil Service Commission meeting.

## DEPARTMENT OF PUBLIC WORKS

In response to a request from the Director of Public Works, the staff surveyed positions in the Residential Environment Inspector series located in the Bureau of Building Inspection. The purpose of the requested survey was to review duties and responsibilities as well as minimum requirements of positions that are similar to Housing Inspection positions in other public agencies.

The staff survey resulted in this series being amended and retitled in order to reflect current duty assignments. The new titles for this series are: 6270 Housing Inspector, 6272 Senior Housing Inspector and 6274 Chief Housing Inspector. Additionally, the class specifications are amended to delete obsolete requirements including a mandatory State certification as a sanitarian. This latter requirement was not only unnecessary in terms of assigned duties and responsibilities, but also served as a barrier to effective recruitment efforts.

Because of the increasing fiscal constraints on City departments, many staff hours were used in meetings with representatives from City departments and employee organizations to review proposed reorganization plans, to resolve questions concerning appropriate allocation of positions, and to advise on staffing patterns. Many of these topics required extensive staff research and survey work to assure resolutions or suggestions that would be consistent with the existing classification plan. In some cases extensive changes were recommended, but the department concerned found itself unable to implement the plans. In other instances staff work confirmed existing structures or allocations. Examples of this type of activity include surveys of the storekeeper positions at the Police Department and word processing installations in all City departments, the renumbering of 16 classifications to facilitate the City's budget preparation process, advice on the structuring of the data processing staff at the Department of Public Health and a proposed reorganization of the Commission on Aging.



## PROJECTED CLASSIFICATION ACTIVITIES

Maintenance of the Classification Plan is a continuing function of the Classification Division. Departmental requests are always reviewed in terms of the Plan with a view toward the inclusion of new positions in existing classifications. On occasion, new duties are added to a class by means of amendments to specifications. At other times consolidation of two or more classes may be appropriate.

The 1982-83 budget for the City and County of San Francisco includes approximately 1,100 new and substitute positions which must be reviewed by the Classification Division. Many of these positions will involve in-depth analysis by staff. The creation of new classes and amendments to existing class specifications may be required to meet changing needs within City departments.

Significant projects during the coming fiscal year (1982-83) will include: completion of the study of city-wide security classes, personnel requirements for Community College's data processing installation, review of the Municipal Railway's equipment maintenance manager classifications and a survey of gardener classifications for the Recreation and Park Department. Most important, however, will be work in connection with the implementation of a Senior Management Service. The Commission staff will work closely with the consulting firm and an advisory committee of City executive on the many facets of the survey. The final survey product will be subject to thorough staff review prior to recommendations to the General Manager, Personnel, the Civil Service Commission, the Mayor and the Board of Supervisors.

Upon completion of the survey it is anticipated that significant improvements in the selection, appointment and compensation of high-level administrative and management personnel in City services can be expected. Additionally, the employment and promotional opportunities for women and minorities in administrative and management positions will be enhanced through the development of effective career ladders as well as improvements in recruitment and selection techniques. It is the staff's intention to eventually survey all occupational groups in City service.







## SALARY STANDARDIZATION

The primary function of the Salary Standardization Section is to survey prevailing rates of pay in private and public jurisdictions as a basis for establishing rates of pay for all City employees according to the provisions of the Charter, as well as implementing and recommending revisions to the administrative provisions of the Salary Standardization Ordinance. Other duties include conducting fringe benefit and specialized surveys at the request of the Civil Service Commission or Board of Supervisors, completing survey questionnaires for other jurisdictions, and implementing the salary plan by coordinating salary matters with all City departments.

Salary Standardization is, by Charter, divided into four major categories:

1. Miscellaneous Employees - Charter Sections 8.400, 8.401 and 8.407.
2. Registered Nurse Classifications - Charter Section 8.403.
3. Municipal Railway Platform Employees - Charter Section 8.404.
4. Police and Fire - Charter Section 8.405.

Methods of determining pay rates and some of the working conditions for each of the groups are as follows:

### MISCELLANEOUS EMPLOYEES

Charter Section 8.407 requires the Civil Service Commission to conduct a comprehensive investigation and survey of basic pay rates, wages and salaries, in other governmental jurisdictions and private employment for like work and like service based on job classifications primarily in the Bay Area, and requires the Civil Service Commission to make its findings based on facts and data collected as to what the generally prevailing pay rates are for each benchmark class. Salary data first must be collected from the Bay Area counties of Alameda, Contra Costa, Marin, San Mateo, San Francisco and Santa Clara. If there is insufficient salary data available from these agencies, the Commission may survey other major public agencies in the State employing such classes where the agency employs more than 3,000 persons. The Charter stipulates that the salary data from public agencies be collected from five Bay Area counties; the ten most populous cities in these counties; agencies of the State and Federal government; and from school districts and other special districts in these counties.

The Commission also collects private basic pay rate data from the recognized governmental Bay Area salary survey of private employers in the City and County of San Francisco and Bay Area counties of Alameda, Contra Costa, Marin, San Mateo and Santa Clara. The data collected is limited to rates of pay and salaries actually being paid by private employers for like work and like service.

Charter Section 8.407 defines the term "prevailing rates of wages" as the rate ranges developed from the weighted average of the midpoints of the basic rates, excluding fringe benefits, for surveyed public employment and the median of the pay rates for private employment.



It stipulates that the Board of Supervisors shall not set the maximum rate of pay for any class in excess of the maximum prevailing rate for the class and further provides that no employee shall have his basic pay rate reduced.

A report containing a summary of the preliminary data prepared by the Personnel Department of Civil Service Commission was available for inspection beginning September, 1981. Employee representatives and employees were invited to request salary adjustments supported with any information or data that would justify such adjustments. The data presented was reviewed, analyzed and modified for a period of approximately two months. Salary recommendations were not finalized until a public hearing was held at which time employees, employee organization representatives and representatives of civic, public and professional organizations were given an opportunity to express their views on salary standardization.

The recommended schedules together with the existing schedules of compensation were posted and publicized on January 4, 1982, for a period of two weeks and were also available for inspection in the office of the Civil Service Commission. The proposed schedules of compensation also apply to all non-certified employees in both the San Francisco Unified School District and the San Francisco Community College District.

The data contained in the report, "Salary and Wage Survey" was obtained from over 50 individual public jurisdictions in California, the Federal Government, the State of California and the Bay Area Salary Survey Committee. It should be noted that the number of employees for the State of California and Federal agencies was limited to agencies in the six Bay Area Counties.

The Civil Service recommendations were submitted to the Board of Supervisors for their consideration. The Board then adopted these recommendations. The new salary schedules represented increases ranging from 3.5% up to 22%. The average percentage increase granted to all employees was approximately 10.1%.

#### REGISTERED NURSE CLASSIFICATIONS

On November 3, 1981, the electorate passed Proposition F which created Charter Section 8.403. This section established a new method for setting salaries for all classes which require a Registered Nurse license. Under this method, the Civil Service Commission is required to certify to the Board of Supervisors for the acute care staff nurse classification the highest prevailing salary schedule in effect on April 15 granted by collective bargaining agreement to comparable registered nurse employees in public and private employment in the six bay area counties. The Charter then requires the Board of Supervisors to set a rate of pay for such nurses in excess of the schedule certified by the Civil Service Commission.

Pursuant to this new Charter Section, the Civil Service Commission certified that the highest prevailing maximum rate was \$14.46 per hour (approximately \$2516 per month). The Board of Supervisors then adopted a maximum rate of \$13.70 per hour (approximately \$2384 per month). This represented an increase in the basic wage for registered nurses of 12.4%. In addition, the Board approved a 10% evening shift premium, a 15% night shift premium, new paid longevity leave days, health care coverage for nurses' dependents and a new dental plan not to exceed a cost of \$20 per month per employee.



## MUNICIPAL RAILWAY

The Civil Service Commission staff conducts a survey of street, railway and bus systems in the United States operating primarily within the municipalities having a population of not less than 500,000 and each such system normally employing not less than 400 platform employees or coach or bus operators. The Commission then certifies to the Board of Supervisors the average of the two highest wage schedules in effect on July 1 for comparable employees in the systems certified in the report. The Board of Supervisors thereupon fixes a wage schedule which shall not be in excess of the average of the two highest wage schedules so certified by the Civil Service Commission. The Commission also certifies to the Board of Supervisors the working conditions and the amount equivalent to the dollar value of differentials in the benefits in the Retirement System, Health Service System and Vacation allowances.

For fiscal year 1981-82, the attached survey, which was certified by the Civil Service Commission, showed that the Chicago Transit Authority and Santa Clara County Transit paid the highest rates for platform personnel as of July 1.

The average of the two was \$10.77 per hour. The Board of Supervisors adopted that rate effective July 1, 1981, which represented an increase of 5.85% in the basic wage. Additionally, a Cost of Living adjustment was included in the wage package. This adjustment was based on the increase in the Consumer Price Index in the San Francisco area.

## POLICE AND FIRE

On June 8, 1976, the electorate passed an amendment to Charter Section 8.405 establishing a new method for setting salaries of the uniformed forces in the Police and Fire Departments. Under this method, the Civil Service Commission is required to survey and certify to the Board of Supervisors rates of compensation paid Police Officers employed in the Police Departments in all cities with a population of 350,000 or over in the State of California. The rate to be certified is the average of the maximum rates paid to each Police Officer classification performing the same or essentially the same duties as Police Officers in the City and County of San Francisco; further this certified rate is to be the rate of compensation for the fourth year of service in the class of Police Officer. The rate of pay for the first, second and third year of service for Police Officer is to be established in accordance with the general percentage differential between seniority steps found in the salary ranges included in the cities surveyed.

The same method is used for determining salaries for Fire Fighters. The principal of pay parity between the basic classifications of Police Officer and Fire Fighter is continued in this amendment. For the year 1981-82, the rate paid Police Officers and Fire Fighters was \$1951-2258 per month. This represented an increase of 14.6% in the basic wage.



In accordance with Charter Section 8.405, paragraph (f), the Civil Service Commission is also required to certify to the Board of Supervisors the percentage increase or decrease in the cost of living during the twelve month period ending March 31st for San Francisco and for the cities included in the certified report. The attached calculation reflects the cost of living increase in San Francisco as compared with the average cost of living increase in the four cities surveyed. The average increase in the cost of living in San Francisco was 11.6% and the average increase in the cost of living for the cities surveyed was 10.4%.

The Board of Supervisors may increase the rate certified by an amount equal to the difference between the average cost of living increase of the cities included in the survey and the cost of living increase in San Francisco. For 1981-82, the Board of Supervisors incorporated the 1.2% difference into the wage rates listed above.





JULY 1981

MUNICIPALITY	OPERATORS	TRANSIT COMPANY	MAX. HOURLY RATE 7/1/81
Chicago, IL	5251	Chicago Transit Authority	\$10.82
San Jose, CA	1140	Santa Clara County Transit	10.72
San Diego, CA	573	San Diego Transit Corporation	9.53
Denver, CO	953	Regional Transportation District	9.59
Cleveland, OH	1477	Greater Cleveland Regional Transit Authority	9.90
Los Angeles, CA	4775	Southern California Rapid Transit District	9.41
Kansas City, MO	455	Kansas City Area Transportation Authority	7.637
Milwaukee, WI	1048	Milwaukee County Transit System	9.50
Brooklyn, NY	8094	New York City Transit Authority	9.515
Manhattan, NY	8977	Manhattan & Bronx Surf. Transit Operating Authority	9.515
Boston, MA	1763	Massachusetts Bay Transportation Authority	8.4075
Detroit, MI	1059	Detroit Department of Transportation	9.10
Baltimore, MD	1418	Maryland Mass Transit Administration	10.155
Houston, TX	740	Houtran	9.15
Washington, DC	2952	Washington Metropolitan Area Transit Authority	9.86
St. Louis, MO	1395	Bi-State Development Agency	8.13
Philadelphia, PA	2299	Southeastern Pennsylvania Transportation Authority	8.2959



<u>MUNICIPALITY</u>	<u>OPERATORS</u>	<u>TRANSIT COMPANY</u>	<u>MAX. HOURLY RATE 7/1/81</u>
Seattle, WA	1879	Municipality of Metropolitan Seattle	\$ 8.00
Pittsburg, PA	1680	Port Authority of Allegheny County	9.15
Columbus, OH	411	Central Ohio Transit Authority	8.91
Memphis, TN	419	Memphis Area Transit Authority	9.02
New Orleans, LA	789	New Orleans Public Service	7.755



# POLICE AND FIRE SURVEY

JULY 23, 1981

CITY	CLASS TITLE	POS.	MONTHLY SALARY STEPS					OFF. ON 2-WHEEL M/C DUTY	ADDITIONAL MONTHLY COMPENSATION
Long Beach	Police Officer	220	1683	1777	1873	1976	2084	10	99
Los Angeles	Police Officer II	2550	----	2024	2137	2257	2382	291	273
	Police Officer III	1765	----	2137	2257	2382	2514	---	---
	Police Officer II	669	1578	1652	1731	1819	1905	37	63
San Jose	Police Officer	648	1869	1962	2061	2162	2271	24	114
								$11156 \div 5 = \$2231$ Average Maximum Basic Wage Paid Police Officers.	
Long Beach	Firefighter	197	1683	1777	1873	1976	2084		
Los Angeles	Firefighter II	1529	----	2010	2128	2248	2373		
San Diego	Firefighter	351	1480	1550	1628	1711	1788		
San Jose	Firefighter	224	1687	1772	1861	1953	2051		
								$8296 \div 4 = \$2074$ Average Maximum Basic Wage Paid Firefighters	
San Francisco	Police Officer	1155	----	1702	1787	1876	1970	45	119
San Francisco	Firefighter	1106	----	1702	1787	1876	1970	---	---



COST OF LIVING CONSUMER PRICE INDEX  
URBAN WAGE EARNERS AND CLERICAL WORKERS

	<u>MARCH 1980</u>	<u>APRIL 1980</u>	<u>MARCH 1981</u>	<u>APRIL 1981</u>	<u>% INCREASE</u>
San Francisco	- - -	242.8	- - -	270.9	11.6%
Long Beach	243.9	- - -	266.5	- - -	9.3%
Los Angeles	243.9	- - -	266.5	- - -	9.3%
San Diego	255.6	- - -	288.0	- - -	12.7%
San Jose	- - -	- - -	- - -	- - -	- - -

The cost of living increase in San Francisco: 11.6%

The cost of living increase in the cities included in the Police and Fire  
Survey: 10.4%





## TIMEROLL AUDIT

Auditing and certification of all timerolls submitted by every City and County agency is required of the Civil Service Commission by Section 8.400 of the Charter. The Charter mandates Civil Service to verify that all persons whose names appear on payrolls have been legally appointed to and are employed in positions legally established under the Charter. The Controller is enjoined by the Charter from releasing payment when the Civil Service Commission disapproves a timeroll.

Civil Service Commission Timeroll Audit Unit has the responsibility of carrying out this Charter requirement. In addition, this section must approve permanent and temporary requisitions and maintain personnel records of permanent employees.

There are approximately 33,000 permanent and temporary employees in the City and County service generating approximately 515 timerolls which must be manually audited every two weeks to insure that employees are promptly and properly compensated. In addition, the Timeroll Audit Unit is responsible for the processing of supplementary timerolls, payroll corrections and in-lieu payment requests. The flow of timerolls overlaps biweekly pay periods which reduces the time for vital record-keeping.

## POSITIVE TIMEKEEPING

"Anticipated" timerolls are submitted before the end of the pay period and the last portion of the timeroll has to be predicted. Any errors of attendance during this period have to be corrected on the following timeroll. Since this procedure increases the chance of error as corrections are entered, it would be a more efficient process if all timerolls were on a "positive" basis to reduce corrections. Positive timerolls would be turned in after the close of the pay period with less chance of error and would significantly reduce the number of corrections which must be posted. The Civil Service Commission Personnel Department has converted its timeroll from an anticipated basis to positive posting and a major goal for the future is to eliminate anticipation of timerolls on a City-wide basis.

## DATA PROCESSING

Computerized auditing of timerolls and the maintaining of sick leave and vacation accounts of employees is forthcoming and the staff of the Timeroll Audit Unit is making a concerted effort to update records and keep them current for the transition from manual to computerized record-keeping.



A computerized payroll program has been initiated at the Recreation and Parks Department using a modified MSA Payroll system. This method of payroll accounting requires a precise procedure for reporting employees' time. It requires a retraining program for the personnel payroll clerks. Other departments will be incorporated into the system as experience is gained. Phase two of this concept is to incorporate the personnel portion of the MSA program with the payroll package and maintain an employee's personnel record in an "on line" computer. This will require major changes in Civil Service procedures to utilize the program efficiently. Currently, the Controller's staff has created a Payroll Division to develop an automated payroll personnel system; it is anticipated that within three to five years a fully integrated, automated system will be available for Civil Service record-keeping purposes.

# TIMEROLL AUDIT

## PROGRAM OUTPUTS

FISCAL YEAR 1981-82

Employees on Timerolls	27,770
Timerolls Audited	12,265
Requisitions	9,329
Personnel Transactions Recorded (i.e. appointments, separations, reassignments, in-lieu payments, leaves, suspensions)	22,747



## EXAMINATIONS

The Civil Service examination units are responsible for the development and administration of the employee selection program for most classified city positions.

In the past year the major challenges confronting the examination units have included the need for greater production in order to reduce the large presence of unexamined temporary city employees, and the need to operate programs consistent with the equal employment opportunity regulations generated by both the State of California and the federal government.

In order to accomplish these objectives the examination division was reorganized in July 1981 resulting in six operational units, each under the direction of a unit manager. Each unit, consisting of between four and seven examination analysts, has a categorical emphasis, ranging from the nature of the overall program (e.g. clerical examination) to the servicing of specific departments (e.g. PUC, Fire Department, etc.).

A primary emphasis for Unit #1 was the development of examinations in the electronic data processing category. In 1981-82 that unit was responsible for the completion of twenty-two (22) EDP related examinations, including programmers, analysts, operators, control clerks, and managers. Additionally, that unit completed examinations for Purchasers, Animal Keepers, Librarians, Affirmative Action Contract Compliance Officers, and Farmers Market Manager.

Unit #2 has an emphasis on large volume examinations which are related to the Compliance Agreement with the Office of Revenue Sharing. Among that unit's achievements are examinations for Deputy Sheriff, Juvenile Counselor, Custodians, Painter, Planner, Senior Account Clerk, Personnel Clerk, General Laborer, Truck Driver, and Parking Control Officer. This unit is also responsible for Fire Department related examinations including Firefighter, and the Captains and Lieutenants assigned to Fire Investigation and Fire Prevention. This unit handled in excess of 15,000 applicants in the past year as a result of the large volume job classifications for which they were responsible.

Unit #3 has been assigned emphasis on high turnover clerical job classifications. This unit also operates the clerical service pool which is responsible for accepting employment applications, generating current employment information and providing clerical support for all six examination units. These activities were consolidated in December, 1981, when all Civil Service examination services were relocated and centralized at 646 Van Ness Avenue. This unit developed and currently administers a continuous clerical testing program resulting in the completion of sixty-nine (69) examinations in this fiscal year. Unit #3 has also completed examinations for Management Assistant, Stationary Engineer, School Lunchroom Cook, Maintenance Machinist, Administrative Assistant and Emergency Planning Coordinator.



Unit #4 has performed a whole variety of general assignments in the past year including Clerk of the Board, Legislative Clerk, Legislative Calendar Clerk, Payroll and Senior Payroll Personnel Clerk, Electrical Inspector, Environmental Health Inspector, Electrical Transit Mechanic, Accountant, Senior Accountant, General Laborer Supervisor, Airport Property Specialist and Inspector of Weights and Measures. This unit exemplifies the increasing use of paraprofessional staff since the July reorganization. By the end of this fiscal year six paraprofessionals were employed by five examination units compared to none in the prior year. These positions provide much needed support service at a far lower cost.

Unit #5 is specialized in the administration of the examination contract program. In 1981, with the concurrence of the Mayor and Board of Supervisors, several critical examinations were placed with reputable contractors rather than being handled internally. By the end of the year thirty-two (32) examinations were assigned to contracts. These included, among others, Civil Engineer; Sheriff's Sergeant, Lieutenant, Captain and Chief Deputy; Personnel Officer; Water Quality and Sewage Treatment Chemists; Fire Battalion Chief, Fire Lieutenant and Captain; and higher level Accountants. During the past year seven examinations were completed in this program. This production rate is below expectations, and is due to the unusual problems encountered in the city contracting procedure.

The sixth examination unit is funded by and devoted to the administration of tests specific to the Public Utilities Commission. This unit, created in December 1981, is a special effort to address many of the most pressing and unusual needs of PUC. The primary selection activity of the unit is directed toward the newly created Transit Manager and Supervisor classifications, many of the crafts supervisory positions and the largest support and service positions such as Transit Operator, Mechanic, and Transit Car Cleaner. The unit is incorporating state of the art selection practices into their program including use of assessment centers, performance/oral assessment examinations, and extensive use of supplemental training and experience ratings.

The examination activities resulting from the reorganization described above have exceeded production expectations for their first year as noted below:

	<u>1980-81</u>	<u>1981-82</u>	<u>Net Change</u>
Examinations Completed	64	147	(+230%)

It should be noted that along with increased production there were no significant increases in personnel costs, there were fewer examination appeals brought before the Civil Service Commission, and there were no significant findings of discrimination resulting from examination activity. In fact, minorities continue to constitute more than 60% of eligibles on examination lists published in 1981-82.

In conclusion, and for the first time in the past several years, the examination units are meeting the challenges of greater production coupled with continued equal employment opportunity.





As a footnote, it should be mentioned that the Departments of Public Health, Social Services, Police, and the Airport each operate separate examination programs. The results of the decentralized programs are not reflected in this survey. However, another element of the examination unit #2 program includes coordination and monitoring of the work programs of those departmental examination units.



## TRAINING

The Training Unit has responsibility for the following objectives:

1. To develop, establish, maintain and audit the Performance Appraisal and Management Performance Evaluation systems in all departments as mandated by the Charter.
2. To develop programs and provide training in supervisory, management and executive skills.
3. To coordinate, through the Training Council, to the degree possible, training efforts throughout the City with special effort directed to making training opportunities available to all departments.
4. To act as a clearing house and communications center for training information.

## PERFORMANCE APPRAISAL

The Performance Appraisal system currently used for all employees except executives and senior managers requires on-going instruction for newly-appointed supervisors and for those wishing or needing a review of the process. Supervisors are trained in proper procedures, methods of writing valid and reliable evaluations and conducting employee conferences. Training sessions are now offered on a regular basis, the first Wednesday of every month, to accomodate supervisors from all departments. Large departments often request that Performance Appraisal training be provided at the department site because of the number and for the convenience of their personnel.

A Handbook has been developed so that essential information about the system and its maintenance is accessible in an effective format.

## PROGRAM OUTPUTS

7/1/81 - 6/30/82

Supervisors trained

660

## AUDIT OF THE PERFORMANCE EVALUATION SYSTEM

It is essential that the system be audited in each department on a regular periodic basis to ensure compliance and to monitor the timeliness and quality of evaluations. This is all the more important now that evaluations are a factor in the examination process and in selective certification. However, because of shortage of Training Unit staff, the system had not been audited since its inception. The urgency of the situation required that a training officer be assigned full time to develop the system and the necessary materials for this project. The assignment was made in February; audits began in mid-April.



The audit process has two components: review of the Maintenance System and an audit of at least one report prepared by each supervisor. The Maintenance System is checked for accuracy of personnel information, that report forms have been prepared on schedule, and that completed reports have been submitted on time. Evaluations are audited for validity, reliability and timeliness. A significant thrust of the audit process is to elicit support for the program from the highest level of management in each department.

Results of the audits completed to date show that several departments are in compliance with the schedule and procedures of the system and that evaluations are well done. In other departments, the system has had to be re-vitalized through updating of the Report Data Card System, training clerical personnel to maintain the system, and retraining supervisors to write valid and reliable reports and to comply with the procedures. A Handbook has been developed detailing instructions for personnel responsible for maintenance. Upon completion of the audit, a detailed report is prepared for the Appointing Officer and maintenance personnel giving an assessment of the system in their department and appropriate recommendations.

PROGRAM OUTPUTS

7/1/81 - 6/30/82

Department audited	18
Maintenance Systems established	6
Maintenance personnel trained	30

MANAGEMENT PERFORMANCE EVALUATION

Implementation of this newly developed system was begun in May, 1981. Orientation and training in the procedures and use of the form has continued through this year. The Management Performance Evaluation system will eventually include Senior Management Service participants when that program is in place.

The system was developed in 1980-81 to provide an effective means of assessing and documenting performance at the highest levels of management. A significant rationale of the system is the link between program objectives and the personnel responsible for their achievement.

PROGRAM OUTPUTS

7/1/82 - 6/30/82

Appointing Officers and Sr. Managers trained	176
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MANAGEMENT TRAINING

The Training Unit now conducts on a regular basis three-day workshops in supervisory and management programs which have been designed to promote the utilization of common principles, techniques and skills that lend to more professional and effective management of human and material resources. Participants are encouraged to develop strategies for translating classroom experience to on-the-job application.



During February and March the training staff designed and developed a completely new management course to focus on the most critical functions for which managers are responsible: communication, planning, decision-making, motivation, employee development and training. Preparation of all course materials and participant manuals was completed for the new course to be offered beginning in June. The content areas no longer included in the new program will be available in one-day workshops.

One-day workshops, developed to address certain managerial functions in greater depth, are currently offered in Leadership, Counseling and Stress Management. The design of a module in Improving Communication Skills is complete and will be offered beginning in July.

Staff members schedule the Workshops by Quarters, disseminate announcements and enrollment information through department training liaisons and register participants. They design and prepare all instructional materials: instructor and participant manuals, exercises and workshop handouts.

Courses have been conducted at Golden Gate University, the facilities having been made available through the personnel concern and generosity of Dr. Otto Butz, President, and Dr. Randy Hamilton, Dean of the Graduate School of Public Administration.

#### PROGRAM OUTPUTS

7/1/81 - 6/30/82

1. Management I	
Supervisors trained in	283
19 workshops	
2. Management II	
Mid-managers trained	120
in 10 workshops	
3. One-day Workshops	
Supervisor, Mid-managers	285
trained in 23 workshops	

#### EVALUATION OF MANAGEMENT TRAINING

Essential to all training programs is assessing the impact of training in the work context. From March through May of this year, an intern in the Masters Program, Department of Industrial Psychology, San Francisco State University, was employed to develop the system and materials for conducting such an evaluation. The intern refined the materials developed earlier by the Training staff, prepared questionnaires, scheduled and conducted interviews with Management I participants who had attended between September, 1981, and February, 1982. The interviews were much more productive than the questionnaires for delivering information for our purposes. Conclusions drawn from the process: the workshop was an enjoyable and productive learning experience; most participants have been able to carry out some or all of their action plans developed in the course; most are committed to pursuing their managerial development and requested the Training Unit to continue to make quality management development programs available, with suggestions for specific areas.





There was recurrent concern that the time and energy invested in training would be much more productive in departments if there were more involvement and support from upper management. Participants appreciated the attention being given to assist them in becoming more effective managers.

The process and instruments developed and tested in this intern project with a few minor modifications will be used by staff to continue this evaluation process.

#### EXECUTIVE TRAINING

For several years, it has been the concern of this Unit and the Mayor's Office to provide training to the executives and senior managers of the City. Through the Fiscal Advisory Committee a number of programs were evaluated. To assist us to make the best assessment, the Director of Training and two senior managers were invited to participate in a five-day seminar, Managing Motivation for High Performance, which has been very successful in Transamerica Corporation. The decision was then made to present the course to eighteen Appointing Officers in February, 1982. The response of this group verified the excellence of the program and their consensus was that the seminar should be made available as quickly as possible to all Appointing Officers and their Senior assistants. Fourteen Appointing Officers attended the second session in May.

James Harvey, Chief Executive Officer of Transamerica, has given the services of his Director of Management Training, A. Lad Burgin, to co-instruct the seminar. Transamerica also very generously provides facilities as well as staff who schedule and coordinate the presentation of the course.

The first two courses were funded by an International Personnel Act grant to the City for management development. Subsequent programs will be funded by the central training fund. Six sessions of this seminar are scheduled for the coming year.

#### AWARD

Mayor Dianne Feinstein honored the Training Unit for its contribution to management development in the City by bestowing an Award of Merit. In her remarks at the ceremony on June 25, 1982, the Mayor acknowledged the impact of our management courses, noting the large number of participants, and emphasized the need for on-going development of managerial personnel. The Mayor thanked the Training Staff for their outstanding work and pledged her continued support of our efforts.



## PROJECTED TRAINING UNIT ACTIVITIES

Program development is an on-going responsibility of the Training Unit. Redesign of the course for mid-managers should be completed this Fall. Personnel will attend Trainer Training and complete the process for certification to conduct two courses of major significance to executive and management training in the City. The courses are Managing Motivation for High Performance and Time Manager. Preparation of staff to co-instruct these courses will enhance our capabilities and will help reduce the cost of delivery of the training.

Facilities at Golden Gate University will not be available for our use after August. Registration for the Fall Quarter will have to be delayed until space for relocation has been found.



## EQUAL EMPLOYMENT OPPORTUNITY

The Equal Employment Opportunity Unit of the Civil Service Commission has worked towards assisting all City departments in meeting the goals of the Office of Revenue Sharing Compliance Agreement. To this end, a strong emphasis has been placed on aggressive outreach recruitment in order to attract qualified minorities and women into the City's workforce.

In April of 1981 an intensive recruitment campaign was completed for the entry level position of H-2 Firefighter for the San Francisco Fire Department. This effort resulted in a candidate pool of 7,564 applicants of which 54.5% were minorities and women. This has been the most successful recruitment effort for the position of Firefighter in the history of the department.

A major thrust has been placed on the employment of women in alternative job areas. The Equal Employment Opportunity Office has been successful in recruiting and placing qualified women for the positions of Electrician, Carpenter, Stationary Engineer, General Laborer and Assistant Gardener. Prior to this administration, the representation of women in the above mentioned classifications was negligible.

A strong movement towards an integrated City workforce with the emphasis on equity and excellence has resulted in San Francisco leading the field in minority workforce representation in the twenty major cities in California.

### I. BILINGUAL SERVICES ASSESSMENT

In compliance with the Office of Revenue Sharing Agreement, an extensive and comprehensive survey analysis is being undertaken to identify and evaluate access to City and County services by San Francisco's limited and non-English speaking population. In this regard, each City department and agency is required to conduct an annual bilingual needs assessment. On the basis of this needs assessment, the Equal Employment Opportunity Unit evaluates various departmental requests for Interpreter-Translator Pay authorized under Section IV.D of the Salary Standardization Ordinance.

During Fiscal Year 81-82, 1133 positions in various classifications were Designated Bilingual by their departments to provide Interpreter-Translator services. These positions incorporated many of the public contact functions within nineteen City departments and agencies striving to increase the availability of their services to all San Francisco residents. All of the other departments reported less than 5% of their clientele to be non-English speaking or that they had no public contact positions.

### II. INTERPRETER-TRANSLATOR PAY

All positions approved by the Civil Service Commission to provide Interpreter-Translator services are eligible to receive a bilingual premium as delineated in the Annual Salary Standardization Ordinance. Employees in these "Designated Bilingual Positions" can receive compensation if they use a specified second language at least ten hours biweekly on their job. Departments utilizing "Designated Bilingual Positions" must maintain documentation that the level of Interpreter-Translator service provided meets this requirement.



### III. BILINGUAL TESTING

In order to ensure that persons providing bilingual services do, in fact, have the necessary language skills, all employees in Designated Bilingual Positions are tested to verify their second language proficiency. Language proficiency exams are administered on a continuous basis to any employee occupying a position requiring bilingual skills. Successful completion certifies the employee's eligibility for Interpreter-Translator Pay. During 81-82, nearly 500 employees had their language proficiency tested.

### CITY-WIDE AFFIRMATIVE ACTION PLAN AND UTILIZATION ANALYSIS

The city-wide Affirmative Action Plan was updated with a new Utilization Analysis which compared the city's workforce in 1981 with the available labor force in the San Francisco Bay Area. The analysis also included a comparison of 1981 and 1979 statistics by class. Between 1979 and 1981, the city workforce was reduced by 5.5%, but minority representation increased, with Hispanics making the greatest increases.

### DEPARTMENTAL AFFIRMATIVE ACTION PLANS

Forty-one city departments had departmental affirmative action plans completed and certified by the Human Rights and Civil Service Commission in 1981. The Equal Employment Opportunity Unit continues to provide technical assistance to departments in the implementation of their plans. Each department has been monitored by representatives of the Human Rights Commission staff and the Equal Employment Opportunity Unit and evaluation reports have been submitted on the performance and progress by departments in implementing affirmative action.

### TUITION REIMBURSEMENT

The Board of Supervisors appropriated \$25,000 in fiscal year 1981 for the Tuition Reimbursement Program. In that period, 87 permanent city employees participated in educational coursework to improve their skills in current or future city employment.

### ANNOUNCEMENT REVIEWS

112 examination announcements prepared by the various examination units were reviewed by the Equal Employment Opportunity Units. Recruitment plans were prepared for all office of Revenue Sharing significant classes and for other classes requiring minority recruitment.

### EQUAL EMPLOYMENT OPPORTUNITY REPORTS

The Civil Service Equal Employment Opportunity Unit continues to coordinate workforce composition data and Equal Employment Opportunity reports for State and Federal reporting, affirmative action plans, recruitment targeting, and numerous other uses. Reports produced include: Employees by Class, Status, Sex, Race; Employees by Department; Employees by Salary; Employees by Federal Reporting Functions and Occupational Groups; and Alphabetical Listing of Employees.





# APPOINTMENTS BY STATUS, RACE

JULY 1, 1981 - JUNE 30, 1982

<u>RACE/ETHNICITY</u>	<u>CERTIFIED PERMANENT</u>	<u>CERTIFIED TEMPORARY</u>	<u>LIMITED TENURE</u>	<u>NON-CIVIL SERVICE</u>	<u>TOTAL</u>
White	1021 43.7%	156 34.4%	966 37.6%	1655 36.5%	3798 38.4%
Black	453 19.4%	118 26.0%	557 21.7%	1008 22.2%	2136 21.6%
Hispanic	190 8.1%	49 10.8%	370 14.4%	829 18.3%	1438 14.5%
Asian	322 13.8%	64 14.1%	385 15.0%	688 15.2%	1459 14.7%
Filipino	344 14.7%	65 14.3%	289 11.2%	344 7.6%	1042 10.5%
American Indian	4 0.2%	1 0.2%	5 0.2%	15 0.3%	25 0.3%
Total	2334 100.0%	453 100.0%	2572 100.0%	4539 100.0%	9898 100.0%



## RECRUITMENT

A major component of the Equal Employment Opportunity Unit's programs include minority counseling, outreach recruitment and special job search and placement efforts.

The counseling program, serving over 3,000 persons this past year, is available to minorities and women seeking entry and career employment. This service is further enhanced by the availability of counselors who are fluent in Cantonese and Spanish.

Since the abolition of residency requirements for Civil Service positions, except entry level Police Officers and Firefighters, recruitment activity has increased significantly with the expanded boundaries. Whereas, prior to the abolition of residency requirements, we had contacts with approximately 200 employment related agencies in the city, we have substantially expanded our outreach program to include Bay Area Networking of ethnic and minority organizations and other professional and business organizations in the Bay Area. In addition to personal appearances at college and university career days, job fairs and other candidate contact events, Civil Service recruiters have been very active in participating in and joining in community organizations and events, thereby increasing our resource base to effectively reach more qualified "Targeted Groups" in our recruitment program.

As a result of the Equal Employment Opportunity Unit's recruitment efforts, Hispanic appointments continued to increase to 14.5% of total appointments in the City last year.

Finally, in order to meet the needs of the large influx of Indochinese refugees into the area, we have developed more contacts with the Indochinese Programs in assisting and/or direct placement, as appropriate. Also, we have continued to maintain and utilize the various minority media contacts to the fullest in our recruitment efforts.

## DISCRIMINATION COMPLAINTS

During the period July 1981 to July 1982, twenty-one complaints were received by the Equal Employment Opportunity Unit from Federal or State regulatory agencies. Each required detailed investigation and documentation.

In keeping with the agreement between the Office of Revenue Sharing, United States Department of Treasury, and City and County of San Francisco, the Civil Service Commission amended its Rule 1.03. The amended Rule revised the hearing procedures for discrimination complaints. Thirty-four complaints have been filed under this amended Rule. It should be noted that upon amendment of the Rule, the number of complaints filed at the Federal and State regulatory agencies decreased substantially. The purpose of Rule 1.03, to investigate and resolve complaints at the lowest administrative level, is being accomplished.

The procedures established by the amended rule have been reviewed by the Office of Revenue Sharing; the review continues to commend the City's achievement in this area.



## LABOR RELATIONS

The Labor Relations Section performs functions required by the Employee Relations Ordinance of the City and County of San Francisco. These functions include certifying the appropriate employee organization to represent employees grouped by class into bargaining units, investigating charges of Unfair Labor Practices and processing all matters which require a hearing before an Administrative Law Judge. The Commission assumed these impartial or neutral labor relations responsibilities in August 1976. In the initial stages of program implementation, the major program goal was to establish rules and regulations for the program's operation and to certify employee organizations as the official representative for bargaining units. Subsequently, major emphasis shifted to handling Unfair Labor Practice Charges and other disputes requiring an Administrative Law Judge hearing.

During the past fiscal year, however, the certification process which officially establishes an employee organization as representing a particular class or classes again became a critical program activity because of the agency shop dues deduction provision. The City entered into agreements with several employee organizations which permitted the organization to automatically deduct dues or a comparable service fee from the paychecks of employees in represented classes. Thus, determination of specific classes to be represented by particular employee organizations again became a major function for the Labor Relations Program.

### CERTIFICATION FOR EMPLOYEE ORGANIZATIONS

In accordance with the Employee Relations Ordinance, the Labor Relations Section certifies an employee organization as the recognized or official representative for employees through either the election process or by verifying historical representation for the organization. Such recognition or certification entitles the employee organization to rights and responsibilities as specified in the Employee Relations Organization.

An employee organization wishing to represent a group of City employees initiates the election process by petitioning the Labor Relations Section to hold an election to determine the official representative for the employee bargaining unit. After receipt of a valid petition, staff chairs a pre-election conference of all concerned parties to determine the date, time, place of election and voter eligibility. Subsequently, a representative from the Employee Relations Division and a representative from the petitioning employee organization sign a formal election agreement which is witnessed by Commission staff. At the voting sites, the State Conciliation Service acts as the election agent by distributing ballots and tabulating the results after the polls close. A majority of those voting determines the results. After resolving any protest over the conduct of the election, the Labor Relations Section formally certifies the elected employee organization to represent the group of employees in their labor relations with the City and County. Commission staff also conducts decertification or recall elections. This occurs when a group of employee organization petitions for an election to be held to decertify or recall the current elected representative.



An employee organization may also gain recognition status by submitting documents proving that the organization has historically represented employees in the bargaining unit. After researching the matter, the Labor Relations Unit certifies the organization as the official representative or, if the matter is under dispute, orders that an employee election be held to determine the matter. During the past fiscal year fifty-six certifications or decertifications have been completed by Commission staff.

#### UNFAIR LABOR PRACTICE CHARGES

The Labor Relations Section is also responsible for processing Unfair Labor Practice Charges. Staff initially investigates the charges by reviewing reports, records and other documents and conducting interviews. When necessary, further information or specification is requested from either the charging or charged party. After thoroughly reviewing the charge, staff attempts to mediate or assist the parties in reconciling the dispute. If mediation proves unsuccessful, the Labor Relations Section submits a written report of the findings to the General Manager, Personnel, recommending either dismissal of the charge, in whole or part, or referral to an Administrative Law Judge. If a hearing is required, staff conducts a meeting with the parties prior to the hearing in order to clarify the issues. In fiscal year 1981-82, eight Unfair Labor Practice Charges were investigated; three were resolved by staff with the remaining five still under investigation.

#### ADMINISTRATIVE LAW JUDGE HEARINGS

Under the Ordinance, the Labor Relations Section is responsible for processing other matters which require resolution by an Administrative Law Judge. Such matters include disputes initiated by an employee or the employee's supervisor over the employee's unit designation and disputes over the interpretation or application of provisions of Memoranda of Understanding. Additionally, Administrative Law Judge Hearings are required to examine complaints regarding abridgment of management or employee rights which are set forth in the Ordinance. Staff reviews these disputes, attempts to reconcile the parties and, if unsuccessful, refers the matter to an Administrative Law Judge for final resolution. Prior to the hearing, staff chairs a meeting of the parties to clarify the issues and to make any other necessary arrangements. In the past fiscal year, staff reviewed and helped to mediate thirty disputes over unit designations.





## SENIOR MANAGEMENT SERVICE

The concepts of the SMS program and its basic administrative structure have not been revised since July 1, 1980, when, upon request of the Mayor, the Civil Service Commission began the process of developing a performance-based management system called the Senior Management Service (SMS).

The administrative provisions of the FY 1982-83 Salary Standardization Ordinance include a section on the Senior Management Service (SMS). However, four basic amendments to the original provisions as stated in the FY 1981-82 Salary Standardization Ordinance are included as follows:

1. Allowance for temporaries to voluntarily enroll in SMS. Although temporaries will not be able to move through the salary steps, they will be eligible to enroll and be identified as part of the City's senior management force and take part in SMS training and development programs.
2. Open-ended enrollment period. The voluntary enrollment period will be a minimum of 120 days, rather than 120 days. The General Manager, Personnel, shall establish a closing date by posting a notice for 30 days. This is to allow for managers whose decision to enroll will be based on the results of the management classification survey. Civil Service staff expects the survey to be ready for implementation in the fall of 1982.
3. Senior Management Service Development Fund. A \$150,000 SMS Development Fund has been approved to fund managers for management development activities, such as courses or seminars. Department heads, the Mayor or the CAO will recommend that a manager's activity be funded, and a committee will evaluate these recommendations on the basis of criteria such as performance evaluations, and the type of activity proposed. The Fund will be administered according to the SMS rules when adopted by the Civil Service Commission; the administrative provisions currently before the Board simply provide for establishment of the SMS Development Fund.
4. Pending completion of the management classification survey, the listing of classes which may be included in SMS were deleted, and language in the proposed SMS rule provides that those classes to be included in SMS shall be those designated by the General Manager, Personnel.

### SMS RULE

A proposed Civil Service Rule 37 on SMS has been distributed to all Appointing Officers, Departmental Personnel Officers and Employees and Employee Organization Representatives. This rule was drafted to cover procedures necessary for the implementation and administration of SMS. Requests to meet and confer or consult have been received and meetings have been scheduled at mutually convenient times.



## SENIOR MANAGEMENT SYSTEM

Deadlines for the implementation of the following crucial aspects of the project have been rescheduled primarily because the management classification survey has been delayed by several months:

- 1) The target date for enrollment.
- 2) The SMS Information Booklet. (It will inform managers of pertinent data regarding participation in SMS. The booklet will be finalized after preliminary results of the survey are available).
- 3) Job Analysis of Classes for Examination Purposes.

Results of the survey should provide recommendations to the City for allocation of management positions to SMS "levels" and functional areas, including consolidation of multiple one-position classes into a series of broad-banded management classes.

## COMMENDATIONS

On March 1, 1982, the Civil Service Commission commended the SMS Project Director and support staff for its contribution in the development of a performance-based management personnel system.

Additionally, former Civil Service Commissioner Allen Haile and the Senior Management Service Project Director served as panelists in October, 1981, at the League of California Cities Annual Conference and made a joint presentation before the Municipal Executives Association on November 17, 1981.

The League of California Cities also requested the SMS Project staff to prepare an article for their monthly publication, Western City. This appeared as a feature article in the October, 1981, issue.

## SMS AND MANAGEMENT BY OBJECTIVES (MBO)

In fiscal year 1982-83, measurable goals for SMS will be included in the Civil Service department's MBO program. The City's MBO system will be better integrated with an individual manager's performance. The department's goals of effectively promoting participation in SMS will be evaluated and measured by departmental administrators, the Mayor, and other public officials.



## EVALUATION OF PROJECT GOALS

It is expected that when the program is fully implemented, it will meet all of its original objectives and will have begun to develop a management cadre that is motivated and effective. The compensation of senior managers will be based on their performance. Managers will be able to participate in promotional exams that emphasize managerial skills, be able to apply these general management skills in a variety of City positions, and have clearly defined career ladders that help the City to identify and promote its best managers.



## CERTIFICATION

The Certification Unit maintains and canvasses Civil Service registers of eligibles (eligible lists). When a personnel requisition is received in the Certification Unit, the eligible list for the class requested is canvassed and the name or names of the eligibles under the Rule of Three (3) or by selective certification are sent or "certified" to the appointing officer for consideration to fill the vacancy. When an eligible is appointed, the Certification Unit validates the appointment.

In November, 1979, Proposition C was approved by the electorate which amended Charter Section 8.329 as to the rights of temporary employees to permanent positions. This amendment as implemented by Civil Service Rules, provides for selective certification in that employees certified to temporary positions from an eligible list who had satisfactory service with the City for six months or for another designated time period would be entitled to be appointed to a permanent position in that same class before persons having higher rank who had not been appointed to a permanent City position.

CERTIFICATION PROGRAM OUTPUTS FISCAL YEAR 1981-82	
Eligibles Certified	8,709
Appointments Validated	5,359
Separations Recorded	4,218
Number of Eligibles on New Lists	6,141
Number of Eligibles on All Lists	12,516





## ADMINISTRATIVE SERVICES

### IN-SERVICE ACTIVITIES

The In-Service Activities Section provides information and interpretation to City departments, employees and the general public on Civil Service rules and regulations, Civil Service provisions of the Charter, and other personnel-related ordinances or documents. Additionally, this unit reviews and approves or recommends to the Civil Service Commission on a wide variety of personnel matters, including leaves of absence, reductions in force and other issues which clearly do not fall within the jurisdiction of other Civil Service offices.

### MAIL AND REPRODUCTION SERVICES

The Mail and Reproduction Unit is an in-plant printing and distribution center for the Civil Service Commission. The functions of this unit are as follows:

1. Prints forms, examinations, reports, training materials and employment information, etc.
2. Disseminates official Civil Service Commission policy documents, business materials, and employment information to City departments, examination candidates, employees, employee organizations, public and governmental agencies.
3. Picks up inter-department business materials, sorts and delivers to proper destinations. These destinations include: Civil Service Commission Units, Civil Service Commissioners and City departments.
4. Processes and distributes incoming mail.
5. Picks up, sorts and expedites outgoing mail.

MAIL DISTRIBUTION BY MAIL AND REPRODUCTION UNIT FOR 1981-82 FISCAL YEAR	
	<u>No. of Pieces</u>
Incoming U.S. Mail	16,392
Outgoing U.S. Mail	113,345
Interdepartmental Mail (CSC, City Departments) Pick up and delivery	97,130



## PERSONNEL COUNCIL

The Personnel Council was established in 1972 to serve as a forum for information exchange among departmental personnel officers and administrators. Until 1976 the Chair and Secretary were appointed from the Civil Service Commission staff by the General Manager, Personnel. In Fiscal Year 1976-77, however, a Chair and Assistant Chair were elected from operating departments by the membership of the Council.

The Personnel Council meets every first and third Wednesday of each month to discuss matters pertaining to personnel administration. The meetings usually consist of reports from the members concerning problems and questions arising from the implementation of rules, ordinances, City Attorney's opinions and court cases. The Council is currently undergoing a restructuring process. The Administrative Assistant to the General Manager, Personnel, is working closely with Council members in order to assist the group to increase operating efficiency, achieve a more effective working relationship between City departments as well as with the Civil Service Commission and become a more viable forum for resolving City-wide personnel matters.

In addition, guest speakers are invited to discuss topics pertaining to specific personnel issues. During the year, the Council was addressed by speakers from such areas as the Board of Supervisors' Employee Relations Division concerning employee relations, agency shop provisions and State Disability Insurance selection; the Controller's Office on the topics of a new payroll and personnel system, State Disability Insurance and Worker's Compensation; New Ways To Work regarding alternative work/time options; the Commission on the Status of Women on sexual harassment; the Center for Municipal Occupational Health and Safety regarding employee health and safety.

The Council also met with Civil Service Commission staff on proposed Civil Service rule change, salary standardization, Affirmative Action policies, employment of the handicapped and certification issues.



## CONTROLLER'S EDP

EDP provides a number of specific programs which include wage and salary reports, annual salary and salary standardization ordinances, reports on the number and status of municipal employees, race/sex workforce composition reports, seniority rosters and seniority impact evaluation reports, maintenance of examination and eligible list status files, and sick leave and vacation accounting files. These reports and files are utilized both to service mandated programs and to provide sufficient management information to allow for informed decision making.

In addition to the on-going EDP programs, Civil Service and Controller's staff have been involved in the design and long-range implementation of a comprehensive, continuously maintained personnel and payroll management reporting system. Although, as noted above, many single purpose programs are in operation, no overall integrated program is currently available. Completion of this program, anticipated in the next three to five years, will bring Civil Service record keeping, data retrieval, and data analysis capabilities to a contemporary level.

The Controller has reorganized his division to create a Payroll Division directed by a Payroll-Director who is responsible for payroll operations and the Civil Service Commission has loaned the services of a staff member to help coordinate this project. They have issued their statement of requirements for a new automated payroll/personnel system and are currently evaluating software packages. Upon selection of a package, the software will be installed and testing of the equipment will commence into the next fiscal year.



## RULES REVIEW

A permanent committee of Civil Service Commission staff members was formed in the spring of 1977 to proceed on an on-going basis with the updating and maintenance of the Civil Service Commission Rules. This committee during fiscal year 1981-82 reviewed, recommended and the Civil Service Commission adopted amendments to the following Rules: Rule 20 - Section 20.01 - Transfers; Rule 22 - Section 22.01 - Leaves of Absence; Rule 31 - Sections 31.01 and 31.03 - Overtime; and Rule 32 - Sections 32.06, 07, 08 and 12 - Lay-Off. An index of all changes in the Rules since their adoption of July 1, 1972, has been prepared and distributed as of June 30, 1977, 1978, 1979, 1980 and 1981. A Subject Index to the Civil Service Commission Rules was developed and distributed during fiscal year 1977-78 and has been updated to reflect each rule change.

A central file has been developed in which copies of all pages of the Rules are available. Individuals interested in a portion or a page of a Rule, an entire rule, or a complete set of Rules can pull one page or assemble a set.

Procedures have been developed for notification of Rule amendments by the use of "Rule Change Numbers" on memoranda which are posted on an "Amendment Control Sheet" in each copy of the Rules. An updated Amendment Control Sheet reflecting rule changes was issued September 1, 1982. Each time a change is made in the Rules the pertinent page is reissued with the amendment date and the Rule Change Number listed after the amended section. In addition, pages of the Rules are now dated with an issue date.

The Rules Review Committee also monitored a one-year CETA-funded project to cross-reference the Civil Service Commission Rules with the City and County Charter, various ordinances, selected City Attorney opinions and relevant State and Federal laws. This project was completed in June 1978 and the resultant "Personnel Regulations Reference Guide" of 38 pages has been distributed to personnel officials throughout City Service. An updated version was published in 1979, 1980 and 1981. This document provides a current ready reference manual to quickly and accurately locate personnel information from many pertinent sources.





## AIRPORTS COMMISSION DECENTRALIZED PERSONNEL UNIT

The San Francisco International Airport Decentralized Unit was established in June, 1979, with the signing of a memorandum of understanding between the Civil Service Commission and the Airport.

The Airport Decentralized Personnel Unit is responsible for recruitment and examination activities for classes related to the Airport, including the preparation of examination announcements, the receipt and evaluation of applications and the administration of the examinations, subject to the review and approval of Civil Service staff.

During the 1981-82 fiscal year, eight examinations were completed, and other examinations were initiated.

The Airport Decentralized Personnel Unit is also responsible for the classification and reclassification of Airport positions, including the initial screening of requests and the preparation of draft reports and relevant back-up data for purposes of consultation and approval of the Civil Service classification staff prior to review and final disposition by the Civil Service Commission.

During the 1981-82 fiscal year, 78 positions were classified in the Custodial Services section and two new positions were classified, one to direct the emergency communication services and all other communications systems at San Francisco International Airport, and the other to coordinate the operations of the Airport's Maintenance Control Center.



POLICE DEPARTMENT DECENTRALIZED UNIT (CONSENT DECREE DIVISION)

The Consent Decree Division is charged with the execution of the City's obligation resulting from the Consent Decree settlement of the Officer's for Justice, et al., v. San Francisco Civil Service Commission. The primary responsibilities include development and administration of entry-level and promotional examinations, pre-examination training programs and police recruit retention and remediation programs.

Eighteen-hundred-and-seventy-five persons were recruited for the Q-2 (Police Officer) examination, of which 1,235 participated in pre-examination training. Of these, 1,059 participated in examinations, resulting in 509 eligibles on three entry-level lists. As a result of the examinations, 280 police recruits entered the Academy.

Pre-examination training for Q-60 (Lieutenant) was offered to 450 sergeants in preparation for the promotional examination scheduled for July, 1982. Preparations were begun for developing and administering promotional examinations for Q-50 (Sergeant) and Q-35 (Assistant Inspector) and for three more entry level Q-2 examinations during the next year.

Plans were developed in conjunction with a private non-profit organization for a multi-media program to recruit women and minority police officer applicants. This is to be funded through the Auditor/Monitor Fund.

The expansion of remediation and retention programs for police recruits to include women's support groups, stress management, and peer counseling programs was organized.



PUBLIC HEALTH DECENTRALIZED PERSONNEL UNIT

The Department of Public Health's Decentralized Personnel Unit was established in the Fall of 1973 through an agreement with the Civil Service Commission. During the 1981-82 Fiscal Year, the work of this unit has included the development and administration of a wide range of Examinations, from 2604 Food Service Worker to 2145 Hospital Associate Administrator. Many entrance level professional and technical classifications have a high-volume turnover, necessitating the scheduling of those examinations on a continuous basis.

In order to meet the staffing needs by producing eligible lists, the unit works closely with personnel from all of the Public Health divisions. In comparison with fiscal year 1980-81, the number of eligible lists has increased by 18.5% (From 81 to 96).

EXAMINATION PROGRAM

Program Outputs:

7/1/81 - 6/30/82

1. Applications Received and Screened
2. Eligibles on Lists
3. Eligible list

3,500  
1,480  
96

Sub-  
Promotive/Entrance/Combined/Total

4. EXAMINATION ANNOUNCEMENT ISSUED
5. ANNOUNCEMENTS REISSUED

0            33            14            47  
0            5            1            6  
Total        53

Examination Type:

No. of Exams  
Administered

No. of  
Participants

- \*a. Written
- b. Oral appraisal
- \*c. Performance
- d. Strength
- e. Merit and Seniority Ratings
- f. Foreign Language Proficiency
- g. Rated Application Review

3            65  
78           1,494  
6            617  
3            384  
13           43  
2            7  
4            132  
  
TOTALS        109            2,742



\*Written and Performance statistics do not include Written and Typing Tests administered and processed by the S. F. Community College District.

Classification Program: Analysts in the Public Health Decentralized Personnel Unit are also responsible for classification studies of positions within the Department of Public Health. Analysts are assigned to work on projects involving reorganizations of divisions, creation of new classifications, modification of existing classifications, etc. During fiscal year 1981-82, there was only a  $\frac{1}{2}$  time position assigned to this function. Productivity in this area is expected to increase with the addition of 1 (one) FTE position assigned to classifications.















